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**MID-TERM EVALUATION OF
AFRICA PRIVATE
ENTERPRISE FUND (APEF)
PROJECT**

FINAL REPORT

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AFR/MDI**

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Private Enterprise Unit of the
Operations and New Initiatives Office
AFR/ONI)**

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EXECUTIVE SUMMARY

The African Private Enterprise Fund (APEF) project, first established in 1984 to finance innovative efforts promoting the private sector in Africa, has developed into a remarkably influential and internationally applauded program. Administered by the Africa Bureau's Office of Market Development and Investment, AFR/MDI, the managers have been able to induce and lever AID missions, donor groups and African entities, to modify policies and increase their commitments in support of private sector-led development efforts.

(The MDI unit was redesignated October 1, 1991 to be the private sector unit of the office of Operations and New Initiatives for Africa, AFR/ONI.)

Financial resources available to AFR/MDI have been \$31.5 million, including mission buy-ins. A private contractor, LABAT ANDERSON, INC., selected in 1988 under the SBA small business 8(a) set aside program, has effectively supported MDI, planning and conducting over 150 formal activities during a three year period. Results of work conducted in the period 1985 to 1987 by two private firms, ISTI and DIMPEX, were previously evaluated in 1988 and found to be generally satisfactory. At that time, funding for APEF activities was increased four-fold.

Principal activities during the period mid-1988 to mid-1991 of the AFR/MDI unit have been:

- Technical, managerial and financial support to missions to help determine program strategies and conduct country-specific, market-driven development activities;
- Technical assistance and funding to conduct multiple operational activities such as the promotion of trade missions, evaluation of the viability of export processing zones, development of agribusiness activities and support to small businesses.
- Creation of an array of innovative financial sector programs including policy reform measures, credit facilitation, debt swap exchanges and venture capital promotion.
- Provision of technical specialists to help African government entities assess the need to privatize government facilities and parastatal operations.
- Joint funding of major, multimillion dollar development programs with multilateral and bilateral donor organizations, in support of private sector initiatives.
- Joint funding with and management of projects with other US agencies such as the Overseas Private Investment Corporation, the Peace Corps and the International Executive Service Corps.
- Multiple collaborations with US and African businesses in matchmaking activities.

To initiate and administer this array of activities, AFR/MDI has engaged, through the main private contractor, the services of approximately six long term contract personnel to provide technical and administrative support to the office's small cadre of direct hire

employees. MDI also recruited and funded the cost of placing, on a long-term basis, private sector advisors at a half dozen missions, including REDSO operations.

AFR/MDI's initiatives have been conducted at a fortuitous time. There is a new sense of economic realism in Africa, a greater appreciation of the essential role of individual enterprise in economic growth, a commitment by AID to closer partnership with businesses and an increase in AFR resources for Africa, currently about \$800 million a year. Also significant has been the rapid shift of statist/socialist regimes to market oriented policies and the emergence of the Republic of South Africa as an even more important economic force on the continent.

Findings

Among the constraints which have influenced the effectiveness of private sector programs by AFR/MDI and missions are the slow pace of economic reforms in Africa and bureaucratic rules and practices that delay commitments and preclude risk taking.

Other AID private sector offices, such as those in the Latin America and Asia bureaus, are currently retrenching efforts to directly influence through missions the role of the private sector in host countries. Their current policy generally is to "down size" centrally-funded operations, carry on a limited array of interventions through private intermediary entities, such as chambers of commerce and joint business/governmental groups, and try to influence macro-policies where feasible. This "laissez faire" policy regarding private sector activities in other bureaus, while reflecting desirable goals, is not yet an appropriate short term model for AFR/MDI's work in Africa, given the region's economic backwardness and lack of private institutions.

Efforts by AFR/MDI to stimulate private sector development, in a region long dominated by socialist-minded leaders, are judged by the consultants to have been outstandingly innovative. The management of individual programs, extremely diversified, numerous and complex as they are, is viewed to have been generally satisfactory, under prevailing conditions. Effective coordination of efforts and follow up sometimes have been lacking. Most programs, although only having been conducted in the past 1-3 years, appear to have had a modestly positive if generally unmeasurable impact.

Other principal findings are as follows:

- The decision to support multiple, sometimes precedent-establishing promotional programs has been appropriate during a period when African leaders and most AID missions were starting to appreciate the justification for private sector led growth;
- A contrary view has been cited by a few mission representatives and other AFR officials who felt that AFR/MDI "wheeled and dealt" too much and that some programs were unfocussed.

- Efforts to channel AFR resources through organizations such as the multilateral African Project Development Facility (APDF), and the Overseas Private Investment Corporation (OPIC), have been particularly successful in leveraging major incremental commitments by those organizations.
- Utilization of contract personnel to augment the work of direct hire employees with the AFR/MDI office and at selected missions has been effective and should continue.
- Coordination of MDI's work with other AFR offices has been halting and uncertain at times but is improving.
- The MDI office has complied with contractual obligations to evaluate periodically specific elements of its programs and the end-of-project targets established in 1988 for the APEF project generally have been reached by mid-1991. These include having missions integrate private sector work into their country strategies, assisting African governments with privatization efforts, establishing multiple new credit facilities and facilitating policy changes in many of the countries identified as priority targets.
- Some services provided by MDI to missions are duplicated through centrally funded PRE operations. These include privatization and finance operations. Missions generally prefer to use MDI resources, when given a choice, because the commitments are faster, paper work is simpler, justification is easier and co-financing from MDI's resources is sometimes available. PRE officials have expressly cited a desire to collaborate more closely with private sector programs in Africa. AFR/MDI officials may wish to test that Bureau's capacity to serve African missions' needs effectively.

Principal recommendations are as follows:

- Publicly compete any follow on contract for private consultancy services and carefully define the activities to be pursued.
- Notwithstanding the above, in recognition of the uncertain, rapidly changing requirements for AFR support and noting AFR/MDI's record of innovative programming, permit 15 to 20 percent of future project funding to be used for unspecified, innovative R&D activities.
- Require missions to incorporate the costs of development and supervision of private sector programs into more of their country operational year budgets.
- Focus AFR/MDI resources to fewer, prioritized projects. Shift to qualified, concerned central offices in AID principally PRE and possibly private entities the responsibility for technical support for some activities, particularly those that have global characteristics. Examples are: privatization efforts, export processing zone promotion and some finance oriented activities such as

debt swaps. This will require discussion and negotiation with entities such as the PRE Bureau to assure that suitable African focus is provided in the programs, and that the services offered are responsive to mission needs.

- Focus MDI's promotional efforts, (as opposed to mission supporting activities) on innovative if risky R&D initiatives. Decline to finance from core funds routine functions that are not actively supported both by missions and local authorities. Examples are broad strategy formulation and business orientation trips and conferences.
- Induce multilateral development agencies that utilize AFR funding to privatize their efforts to help private sector in Africa through training of and greater reliance on African private sector institutions.
- Expand training for AFR personnel in activities such as trade and investment techniques and financial operations.
- Limit individual initiatives by MDI staff designed to broker specific business ventures. Instead institutionalize links with US and African businesses, possibly through closer collaboration with US trade and industry associations (as is being fostered by the Asia Bureau.) Potential association partners are identified.
- Expand efforts to develop through missions effective capital market and credit operations (parallel with successful privatization efforts led by multinational entities), particularly for small and medium size businesses.
- Establish a specialized capacity, through contractors, for agribusiness promotion. Collaborate with AFR/TR and the U.S. Department of Agriculture to devise a revamped agribusiness strategy.
- A final suggestion, which may be viewed as an unsolicited new initiative, is to have AFR/MDI take the lead in promoting the creation of a special "enterprise fund" to facilitate development of medium size black businesses in Southern Africa. Such a program, modeled on the work of enterprise funds for Eastern Europe, should be privately managed and given resources and responsibility to produce results. U.S. businesses should be encouraged to co-finance. The program could be linked to the "BICSN Program," supported by AID, which provides training for black businesses in the Republic of South Africa.

SECTION I

INTRODUCTION

A. Background

Sub-Saharan Africa is a region burdened with the legacy of lost opportunities, wasted resources, and the consequences of bad investment decisions and projects ineptly executed. In most countries the private sector has been held in low esteem. Per capita, there are few successful local private entrepreneurs. Accusations of speculation and unfair trading practices by some business persons, including non-African entrepreneurs, have sometimes provoked governments to monopolize and "indigenize" markets.

During the past decade, with the exception of a few petroleum and mineral-rich countries, there has been a continuing decline in production, reduced exports, accelerated institutional decay, and other evidence of collapse of the fragile modern sector. Simultaneously, and in dramatic contrast, the informal sector has shown increasing vitality and expansion.

Since the middle 1980's the donor community and African political leaders and technocrats have conducted concerted efforts to reform and restructure dysfunctional economies, introduce market incentives and consider the possibilities of divestiture of the thousands of state enterprises. Results are moderately encouraging.

The rapid collapse of communist and statist economic systems, particularly in Eastern Europe, has had a powerful impact on Africa. The consequence has been an acceleration of the pace and range of economic reforms. New opportunities have arisen to introduce market concepts and help state entities revamp their roles.

From AID's viewpoint, this change in receptivity to reform in African nations poses both a challenge and an opportunity.

B. AID Response Strategies

In 1984, the Africa Private Enterprise Fund (APEF) project was established, to facilitate not only policy reforms towards a market economy, but to provide the capacity to alleviate specific constraints impeding private sector growth. A unit to conduct the program was established in the AFR Bureau, later designated in 1988 the Office of Market Development and Investment, AFR/MDI.

This office has conducted a remarkable array of experimental and diffused activities designed to jump start private sector initiatives. Projects have been formulated to reform and restructure the overall business climate, urge governments to change dysfunctional policies, encourage private investment and trade and create or reform institutions to facilitate responsible, functioning markets. Examples are cited in the text following. Recommendations are presented in each section.

An important, particularly innovative feature of MDI's management of APEF resources, and other AFR money, has been to leverage and encourage other donor entities and USG entities to expand or strengthen their African programs linked to private sector - led development.

Examples are MDI's collaborative work with OPIC to mount trade and investment missions to Africa and the leadership exhibited by MDI to commit AID funds to the African Project Development Facility (APDF) which resulted in substantial support for this organization by other nations. The Executive Director of the APDF noted to the consultants that, without AFR/MDI, the program would not have reached its funding goals. A representative of the Foreign Investment Advisory Service (FIAS) remarked that, without AID money, the unit could not have moved into the promotion phase. An official of the French Ministry of Cooperation and Development said he could not speak highly enough of the work of Mr. Warren Weinstein and the MDI office with regard to "energy, flexibility and innovation." A private sector advisor to the Club du Sahel cited his appreciation of MDI's efficient, experimental approach to development and added that "other donors have been greatly impressed" with MDI's approach and have "begun to emulate it."

C. Trends In AID Private Sector Support by the LAC and ASIA Bureaus

The Latin American and Caribbean (LAC) Bureau has a small, three person unit, the Trade and Investment Office (LAC/TI), to promote and support missions' private sector activities. This unit, which used to conduct a wide array of activities, now focusses attention on fewer. These include:

- Trade and investment activities of interest to missions
- Macro studies (e.g., the effect of US/Mexican bilateral trade agreement on other LAC nations):
- Promotion of opportunities for US businesses in the LAC region.

The office has curtailed or eliminated its support for most other functions. Activities such as privatization, credit facilitation, trade missions, etc., are sometimes supported through centrally funded contracts or no longer funded by the LAC/TI office. Emphasis is given to having businesses, including intermediary private organizations, determine the pace and nature of interventions.

In the Asia Bureau, the private sector office has been disbanded. Under the Bureau's new mandate, support for private sector functions is being channeled through the PRE Bureau. Future activities are likely to stress the following:

- Support to private sector development through "intermediary" business groups, chambers and industry associations; these entities will, in turn, promote trade and investment of interest to business.
- Stepped up support to US businesses to access markets; collaborative work will be strengthened with EXIMBank, Trade and Development Program, Asian Development Bank and U.S. industry associations.

- Network with businesses possibly through PRE's Trade and Investment Services (TIS) conducted in collaboration with the International Executive Service Corps (IECS).
- Network with the US industry and trade organizations that increasingly represent the interests of member firms in international operations.

Current policies of the LAC and ASIA bureau, emphasizing a "laissez faire" approach for AID's support to the private sector are commendable given the level of business development in those regions. Such policies or approaches to private sector activities do not, however, appear to be appropriate in the short run for the AFR Bureau, given Africa's current depressed economic conditions and business circumstances.

D. Evaluation Methodology

This evaluation of the African Private Enterprise Fund project and the management role of the MDI staff, assesses the interventions and systems that have been put into place, the methods employed to manage the effort and, to some extent, the results.

When conducting assessments or making recommendations the evaluators have tried to keep in mind a few criteria such as the following:

- Economies of scale. Has it been worth engaging AFR/MDI to lead or support each activity, large and small?
- Adequacy of oversight. Can MDI arrange to have the program monitored?
- Sustainability. Can the effort be institutionalized?
- Privatization. Can the activity be conducted now, or soon, by private parties?
- Prioritization and best use of human as well as material resources. Are better options available; should MDI just say no?

Principal categories of activities, funded by APEF and managed by AFR/MDI, which have been evaluated are as follows:

- Assessments and Strategies (including programs and country investment profiles);
- Technical Advice (such as trade and investment missions, small business promotion, export processing zone evaluations, financial sector interventions, agribusiness promotion and privatization);
- Support Activities (including workshops and conferences, publication of newsletters, and recruitment of private sector advisors for AID missions);
- Management of the Project (especially the work of the main contractor and the private sector unit as incorporated in a new Office of Operations and New Initiatives AFR/ONI Governance sub-contractors, and the relationship of AFR/MDI with other organizations);
- Leverage (capacity to induce other groups to commit resources to private sector development);

- Impact Assessment (including evidence of improvement in the business climate and new business development);
- Reactions to Services Rendered.

The evaluators have been encouraged to interpret their scope of work mandate broadly. Noting the importance and timeliness of the review, the director of the Market Development and Investment Office (MDI) indicated in mid-1991 that he would take particular note of findings and recommendations in developing future objectives of the office.

Another reason for undertaking a broadened scope of the inquiry is recognition that the 1991 Congressional Presentation, followed by an elaboration from the AID Administrator, identified the establishment of a Business and Development Partnership as one of four new initiatives to be undertaken by the Agency.

The evaluation team is aware of the recent reorganization of the Africa Bureau which expands the scope of the MDI (now ONI) unit to include issues of governance and democratization. This broader scope of responsibility will strengthen the capacity of AFR to support private sector activities.

Findings and recommendations are based heavily on the results of interviews with approximately one hundred selected individuals in Washington and the field. These include AID and contractor staff, representatives of other U.S. government agencies, donor groups and private business representatives.

An Annex in Volume II, a separate document, contains a list of individuals interviewed. Major documents reviewed are listed in Volume II.

The evaluation was conducted in the period from mid-June through September 1991 by three management consultants, David Levintow, Francis Thomas and Mark Ward. The latter two spent three weeks in Africa conducting interviews and evaluating relevant activities in Cote d'Ivoire, Ghana, Kenya, Uganda, Botswana, Swaziland, and the Republic of South Africa, plus the offices of REDSO/ESA and REDSO/WCA.

A questionnaire was sent to most AFR missions. Eight replies were received from Burundi, Gambia, Guinea-Bissau, Madagascar, Mozambique, Namibia, Niger and Tanzania. Two missions, Cameroon and Zimbabwe, conveyed their views to team members by telephone. Thus a total of 17 bilateral missions and both REDSO offices communicated their views. Copies of relevant cables are presented in the Annex, Volume II.

The team appreciates the time and cooperation extended by the individuals interviewed. Their views and insights have contributed significantly to this evaluation. Errors and omissions are the responsibility of team members.

SECTION II

ASSESSMENT OF PRINCIPAL AFR/MDI ACTIVITIES, FINDINGS, IMPACT AND RECOMMENDATIONS

A. Management of the Project

(I) Overview

MDI's management style has been entrepreneurial, using a mix of tactics, contractors and strategies aimed at accomplishing the goal of the office, that of enlarging the role of the private sector in African economies.

Funding authorized to date is \$31.5 million, including mission buy-ins of at least \$7.5 million. The AFR/MDI office has a small cadre of about four direct hire staff. A private contractor, LABAT ANDERSON, INC., works under the direction of MDI's direct hire personnel. Other resources utilized are specialized contractors and access to centrally funded projects, largely with the Private Enterprise Bureau (PRE).

MDI also has administrative oversight regarding the use of over \$10 million in funds granted to other U.S. entities and organizations such as OPIC, and several multi-national organizations such as the African Project Development Fund (APDF).

Most of AFR/MDI's work is Project Development and Support (PD & S) type activities, although some are mini projects. Principal operations are:

- Planning and strategizing by missions, such as the Manual for Action in the Private Sector (MAPS) exercises
- Country investment profiles
- Small business development
- Trade and investment promotion
- Export processing zone assessments
- Agri-business development
- Privatization and divestiture
- Collaborative efforts with multilateral groups
- Financial market development, e.g. venture capital funds, credit facilitation, debt swaps, etc.
- Conferences, seminars, newsletters and networking

In most instances the activities are provided in response to Mission requests; some activities are core-financed. Missions generally are expected to use their own OYB budgets to continue or follow-up actions, using buy-ins or direct program budget allocations.

Evaluation of Earlier Work Under the APEF Program in Period 1984 to 1988

The African Private Enterprise Fund (APEF) was established 1984 with a funding level of \$6.0 million to finance technical support operations. By mid-1985 a contract was arranged by the AFR/PRE unit, a predecessor private sector office to the AFR/MDI office, with two private consulting firms, the International Science and Technology Institute (ISTI) and the DIMPEX organization.

In the latter part of 1987 and 1988 consultants engaged by the AFR/PRE office conducted an evaluation of the APEF activities conducted principally through ISTI and DIMPEX. This document, reviewed by the Checchi team, concluded that "the project is soundly conceived, well managed and should be continued." The authors added that, "It is difficult to document and quantify the impact which the Fund has achieved during its short period of operation (1985 to 1987). If one were to attempt traditional cost/benefit analysis in evaluating this project against an alternative use say, a (sound) capital infrastructure project, it would be difficult to make the case for this project."

By the beginning of 1988 approximately 30 task orders had been conducted by the consulting firms, performing services related to two dozen African nations. These included a dozen "investment climate" assessments and nearly twenty "feasibility and technical" studies, outlining constraints to private sector development and identifying projects for mission intervention such as credit facilitation, regional trade and operation of local business groups such as chambers of commerce. Expenditures from APEF resources in the period up to 1988 were about \$2.0 million.

Other work conducted in the period 1986 to 1988 included partial funding by AFR/PRE of up to 50 percent of the costs of conducting feasibility studies for private investors. The AFR/PRE office also paid for some or all of the costs of placing private sector specialists in missions and REDSO offices, arranged training programs and conducted multiple seminars and workshops.

APEF Expanded in 1988; New Contractor Engaged

Following the 1988 evaluation, the APEF document was amended to increase substantially the project funding. A new principal contractor was engaged, LABAT ANDERSON, INC. (LAI). In 1988 the AFR/PRE office was designated the Market Development and Investment Office AFR/MDI.

MDI has since 1988 used the LAI contractor to engage consultant specialists to augment the office's small group of direct hire personnel, to enhance its organizational and administrative capacity, and to install data collection and reporting systems. The contractor has arranged sub-contracts with other firms, planned and conducted conferences and seminars, followed up substantive interventions, established periodic communication with missions, including a newsletter, and prepared videos of notable events or training techniques which have been circulated to concerned parties.

Findings

Management by AFR/MDI of support activities funded through the APEF has been particularly timely and responsive to needs and opportunities. There has been continuous improvement in the performance of most tasks, reflecting both an improved level of project identification and better utilization of qualified, well managed consultants.

MDI has engaged personnel to evaluate periodically elements of its own projects, as required under the APEF contract. One is a "Review and Stock-Taking of APEF Activities since May 1988", conducted by Mr. Ron Bobel under Task Order No 24-4. Two other evaluations were conducted by Ms. F. Johnson of selected MDI activities including monitoring plan and progress indicators under Task Order No. 24. The views expressed in these documents regarding performance generally are positive and often laudatory. Documents reviewed by the consultants are listed in the Annex.

No annual report on APEF work yet has been prepared, as cited in the project document.

Achievements during the past three years are noteworthy. A comparison of planned "end of project" (EOP) goals cited in the project document in 1988, with achievements estimated by the consultants, indicates that most objectives have been achieved. The goals, along with a current estimate of the status of activities, are shown in Table 1 below.

(II) AFR-MDI Contracts with Private Firms

LABAT-ANDERSON INCORPORATED (LAI)

From inception of the current contract with LABAT ANDERSON, INC., in mid 1988 MDI has authorized a total of over 150 formal task orders. Expenditures for work and personal services related to these tasks have been approximately \$11 - 12 million.

Findings

The project director for LAI and his deputy both have extensive experience in Africa with AID. They are thoroughly familiar with AID's procurement regulations and procedures, and are strongly action-motivated.

At MDI's direction, LAI provides direct support to MDI through about eight specialized consultants, data processing technicians and administrative personnel. As of September 1991, most work directly in the MDI office, filling staff gaps and enhancing MDI's capacity to take initiatives and be responsive to field requests. (In the near future contract personnel will work in AID offices in the Rosslyn, Virginia area.) One advisor to MDI is an experienced, retired AID Senior Foreign Service officer.

Table 1

(III) Summary of Project Goals and Status

An evaluation of planned end-of-project (EOP) achievements, as cited in the 1988 project document, compared with the estimated current status, indicates that most project goals have been met by mid-1991. A quick perusal of these goals, using hindsight, suggests that they are very modest. Yet when identified in 1987 - 1988 they may have been viewed as ambitious. One view of the high correlation between the "old" goals and the "current" status of activities suggest that considerable progress has been made in private sector development. Most of the credit for achieving these goals is attributed to missions efforts utilizing their own resources, supplemented by technical assistance and some direct funding by the AFR/MDI office through the APEF contract. The EOP goals and the consultants' summary evaluations are as follows:

<u>EOP GOAL</u>	<u>EVALUATORS ESTIMATE OF CURRENT STATUS</u>
1. Four-fifths of missions integrate private sector strategies into country strategies.	1. Based on sample of visits to missions and cable communications to the evaluation team, almost all missions have private sector strategies.
2. Missions significantly increased funding for private sector work.	2. Yes, done. The rationale is based on experiences cited in No.1 above and interviews with AFR personnel.
3. Ten missions fund private sector officers.	3. Largely achieved; some private sector officers have broad responsibilities; MDI funds part or all costs of private sector positions, principally in REDSO offices, Kenya, Uganda, Zimbabwe, Burundi, Gambia and Mauritius-Madagascar.
4. Significant number of businesses created/expanded.	4. Not able to estimate effectively the impact of MDI work on business creation. Examples of work evaluated include results of trade and investment missions with OPIC, agribusiness promotion and work of individual missions. MDI has financed over a dozen task orders linked to T&I, valued at over \$500,000 and conducted over 35 interventions aimed at agribusiness promotion, valued at about \$1.0 million. See also data in tables 2 & 3.
5. Investment promotion programs started or expanded in eight countries.	5. Elements of investment promotion include activities in Kenya, Tanzania, Ghana, Gambia, Cameroon, Togo and elsewhere. Results limited to date.
6. Six governments assisted with privatization.	6. Discussions and planning conducted with at least six governments. Some moderately encouraging privatization efforts underway in Uganda, Kenya, Madagascar, Malawi, Gambia.
7. Five new credit facilities started or improved.	7. Goal nearly achieved. Work in progress in Ghana, Gambia, Ivory Coast, Kenya, Senegal, Tanzania. MDI has helped plan and finance over 20 tasks orders, linked to financial markets, at cost of over \$1.0 million.
8. Management and other improvements initiated in three-fourths of local organizations assisted.	8. This goal is unclear to consultants. Results likely to be unmeasurable.
9. Policy changes (significant?) occur in half of countries identified.	9. Goal is probably unmeasurable and certainly not yet effectively accomplished. Substantial policy change developments are in progress in Gambia, Ghana, Kenya, Malawi.

Note: A list of 153 task orders, conducted at the behest of AFR/MDI in support of these project goals, as of July 15, 1991, is shown on the page following. Details of representative activities, as evaluated by the consultants, are presented in the text.

LA/MDI - TASK LISTING AS OF 7/15/91

TASK 1	Lesotho/Swaziland MAPS Implementation Set-up-C	TASK 78	Improved African Livestock Production Investigations
TASK 2	Lesotho Crops Export Market Study-C	TASK 79	SARP PP Development - Enterprise & Export Promo.-C
TASK 3	Gambia Commercial & Development Bank Study-C	TASK 80	Meal Processing Proposal-C
TASK 4	The Gambia Private Sector Strategy-C	TASK 81	Desoto Speech Video-C
TASK 5	Mauritania Business Support Project Pre-PID-C	TASK 82	Senegal MAPS Buy-in
TASK 6	MAPS survey - Swaziland-C	TASK 83	MDI Newsletter Production
TASK 7	Botswana MAPS Implementation-C	TASK 84	Program Operations Assistance
TASK 8	Swaziland MAPS Buy-in	TASK 85	Modified MDI Rolodex Preparation
TASK 9	The Gambia Agricultural Analysis-C	TASK 86	Mail Livestock Report-C
TASK 10	Micro Enterprise Development Support	TASK 87	Ghana Fisheries Study-C
TASK 11	Management Information Systems Design/Support	TASK 88	Passion Fruit Production and Export Study
TASK 12	Capital Markets Development Support	TASK 89	Trade and Investment Mission Preparation-C
TASK 13	MDI Pamphlets and Brochure Development	TASK 90	Uganda Privatization Buy-in - Long Term Advisor
TASK 14	Banking and the Financial Sectors - Gambia/Senegal-C	TASK 91	Cameroon Export Processing Zone Buy-in
TASK 15	Kenya Sorghum Joint Venture Investigation-C	TASK 92	CME/ADB/REDSO Firm Restructuring Buy-in
TASK 16	Lesotho MAPS-C	TASK 93	Gambia Produce Marketing Board Core
TASK 17	Botswana MAPS-C	TASK 94	Gambia Produce Marketing Board Buy-in
TASK 18	Swaziland MAPS-C	TASK 95	Small Enterprise Development Advisor-C
TASK 19	Business Operations Analyses	TASK 96	Oilseed Crops Potential Study - Vernonia
TASK 20	LAN System Development & Procurement	TASK 97	Rwanda PID Development Core-C
TASK 21	PID Development FIAS and Venture Capital-C	TASK 98	Rwanda PID Development Buy-in
TASK 22	Library Creation-Summer Hire Interns-C	TASK 99	Trade and Investment Mission 2- Implementation-C
TASK 23	Recruitment Assistance for MDI Missions	TASK 100	African Marketing Conference
TASK 24	Monitoring & Evaluation-C	TASK 101	T and I Mission Organization
TASK 25	Ag-Business Conference	TASK 102	Business Operations Management
TASK 26	Textile Feasibility Study-C	TASK 103	Cameroon Export Processing Zone Core
TASK 27	The Gambia Commercial Bank Buy-in	TASK 104	T and I Mission 4-Conference Video-C
TASK 28	Textile Opportunities in Africa Investigations	TASK 105	Togo/Dominican Republic EPZ Exposure Tour -
TASK 29	Agribusiness Planning & Development Studies-C	TASK 106	Capital Mobilization Specialist-C
TASK 30	Ambassadorial Trade & Investment Mission in U.S.-C	TASK 107	African Businessmen Roundtable
TASK 31	Botswana Tannery Investment Structuring-C	TASK 108	Kenya Association of Manufacturers Visit-C
TASK 32	Progress on Debt Conversion-(cancelled)	TASK 109	Privatization Plan for the Africa Bureau-C
TASK 33	Project Development Assistance for MDI	TASK 110	Botswana PID Review Assistance-C
TASK 34	Tanzania Debt Conversion	TASK 111	Agribusiness Promotion in Kenya
TASK 35	ABS Privatization Plans Analysis-C	TASK 112	Edible and Industrial Oilseed Crops
TASK 36	Women's Specialty Export Crops Project	TASK 113	Business Climate and Finance Research-C
TASK 37	Secondary Market for LDC Debt Study-C	TASK 114	Program Office/Trade Research Assistance
TASK 38	Developments in Private Sector in Africa Study-C	TASK 115	MDI Equipment and Supplies
TASK 39	Burundi AEPRP/PAIP Preparation Assistance-C	TASK 116	Southern African Trade Development Buy-in
TASK 40	African Cotton Trade Analysis-C	TASK 117	Guinea-Bissau Pre-PID Analytical Agenda-C
TASK 41	African Business Information System-C	TASK 118	Agribusiness Council Conference-C
TASK 42	Burundi Buy-in: Private Sector Advisor	TASK 119	Bond and Financial Instrument Analysis
TASK 43	Uganda Privatization Conference-C	TASK 120	Guinea-Bissau PID and PP Development Buy-in
TASK 44	Agri-Energy Roundtable-C	TASK 121	Mail President Visit Coord. and Promotion
TASK 45	Malawi Informal Sector Assessment Buy-in-C	TASK 122	Investor Issues Compendium Production
TASK 46	South Africa SSE Program Evaluation Buy-in	TASK 123	Africa Regional Stock Exchanges
TASK 47	Malawi Informal Sector Assessment Report-C	TASK 124	Microenterprise Data Consolidation
TASK 48	Cameroon Cacao/Coffee Processing Study-C	TASK 125	ABS Assessments & Business Develop.Assistance-C
TASK 49	Strategic Planning/Communications Seminar-C	TASK 126	Industry Leader for Furniture Program
TASK 50	Swazi Communications Program Development-C	TASK 127	Industry Leader for Tanning & Leather Program
TASK 51	Sahelian Private Sector Conference-C	TASK 128	Private Sector Advisor Madagascar & Mauritius
TASK 52	Gambia Investments Buy-in-C	TASK 129	Kenya Capital Markets Authority L-T Advisor
TASK 53	Burundi Short-term Export Advisor-C	TASK 130	Business Profiles 2 - Togo & Cameroon
TASK 54	Senegal MAPS	TASK 131	Uganda Privatization L-T Advisor Core Funding
TASK 55	Tanzania Presidential Banking Commission Study-C	TASK 132	Commission Structure Study
TASK 56	Ghana World Bank Study-Private Enterprise Part-C	TASK 133	Swazi Textile Investment Assistance
TASK 57	Informal Sector Video see T.O. 81-C	TASK 134	Swazi Textile Investment Assistance 2
TASK 58	Debt for Development Report-C	TASK 135	Analysis of Textile Parastatals in Kenya
TASK 59	West Africa Fisheries Joint Venture Investigations-C	TASK 136	Debt Swaps in Support of AID Operations Study
TASK 60	Ghana Tourism Debt Swaps Study-C	TASK 137	Database Development and LAN Upgrades
TASK 61	Debt Conversion Workshops for African Devel. Bank	TASK 138	Madagascar MAPS
TASK 62	Senegal Banking Assistance/New Bank Development	TASK 139	Siberkela/SADCC Visit
TASK 63	Kenya Investment Promotion Center L-T Advisor-C	TASK 140	Africa Information System
TASK 64	Informality and Institutional Reform Workshop-C	TASK 141	Business Investment Profiles 3 - Nam,Bot and Zim
TASK 65	Invitational Travel Assistance	TASK 142	Data Entry Assistance
TASK 66	Media Presentation Study-C	TASK 143	Uganda MAPS
TASK 67	Ghana Timber/Wood Processing Study-C	TASK 144	Guinea-Bissau Chamber Buy-in
TASK 68	Rwanda SSE Assessment Buy-in-C	TASK 145	RSA Subcontracting Study
TASK 69	MDI Rolodex Development and Implementation	TASK 146	RSA Black Private Enterprise Project
TASK 70	Validity Checks System (not implemented)-C	TASK 147	EPZ Conference Followup - Video Tape
TASK 71	MDI Workshop Series-C	TASK 148	Madagascar Agribusiness Buy-in
TASK 72	Financial Markets Development Assistance	TASK 149	Guinea-Bissau Legal Reform Buy-in
TASK 73	Gambia Bankers Core	TASK 150	Africa MIS
TASK 74	Venture Capital Development Assistance-C	TASK 151	Kenya 1991 Vernonia Field Trial
TASK 75	Environmental Aspects of New Crops Study-C	TASK 152	Business Profiles 4 - Madagascar & Mauritius
TASK 76	Investment Support Services and Operations	TASK 153	FIAS Video Tapes for USAID Missions
TASK 77	Business Profiles Preparation-C		

MDI utilizes its four person direct-hire staff to review documents, draft reports, formulate programs, prepare budgets, attend meetings and otherwise represent the interests of the office's administrative command.

LAI recruited, at the behest of MDI, full-time overseas private sector officers for a half dozen missions. It also has provided specialized personnel, including bank restructuring experts and a privatization specialist, who work full time in missions. Candidates were systematically recruited in some instances, and in other cases picked up from earlier Personal Service Contract arrangements. All contract personnel appear to be performing competently.

A hallmark of LAI's operation has been its capacity to establish and sustain on behalf of MDI, an effective capability in records management, information retrieval and financial accounting. The system permits LAI to track and report to MDI its activities in almost excruciating detail.

The contractor renders quarterly and monthly technical and financial reporting, plus daily "flash" reports. The frequency of publication of data provides MDI with a "comfort level" of important documentation, especially when particular MDI files are incomplete, or in disarray.

Record keeping at the principal contractor's office was audited in late 1990/early 1991 by an independent, private contractor and deemed to be fully satisfactory.

By contrast, the paper trail in MDI is of mixed, occasionally poor quality. A contract administrative assistant, engaged by LAI assists the MDI staff maintain a minimum level of record keeping. The LAI staff maintains in its own offices separate records on financial and project status, but only for activities known to LAI.

Efforts to convey ideas to and from missions are satisfactory. A quarterly newsletter, "African Update," is, according to a recent survey, well regarded by missions. Video tapes are made of important seminar and training sessions and widely circulated.

Utilization of the MDI core funding has sometimes been influenced by the time consuming requirements linked to the formal buy-in process, especially when deadlines for obligating the funds or starting up the activity cannot be met. Knowledge of this, or exasperation with delays, has sometimes led to the cancellation of Mission PIO/T's and requests to fund the activity through MDI. This may be a partial explanation for the higher "burn rate" or draw down of funds available to this project, which is faster than anticipated.

Recommendations

1. The principal contractor is performing tasks assigned by MDI in a responsive, professional manner. Missions contacted applaud the contractor's responsiveness, quality of consultants and innovativeness. The contractor should continue to be used in the way it has shown its mettle: performing, at the behest of MDI, prompt, supportive and at times innovative backstopping.
2. As MDI develops its strategies for future work, the selection of any follow-on contractor should be determined by the contractor's capacity to perform designated, high priority tasks. This will permit LAI, or any successor contractor, to provide identified, specialized resources in support of MDI and missions' work. Sufficient time and resources should be arranged to permit efficient completion of work in progress.
3. Utilization of selected contract personnel to augment the capabilities of MDI's direct hire staff has been effective and should be continued.
4. Some of the repetitive reporting required of the contractor appears to be unnecessarily burdensome. Reporting to MDI should focus on monthly up-dates, with more detailed quarterly recaps. Present requirements to produce daily "flash" reports on current activities should be reconsidered. Weekly or even monthly reporting should suffice.

COMMUNITY ECONOMICS CORPORATION (CEC)

A sub contractor to the LABAT ANDERSON firm is the Community Economics Corporation (CEC). The company provides to MDI experienced staff to design project papers on SME activities for missions, propose strategies and conduct conferences.

CEC also monitors MDI's PASA contract with the Peace Corps, and coordinates AFR funded activities with the PRE-funded GEMINI project. CEC recently collaborated with PRE to design a micro-enterprise monitoring system; the idea was then field tested in several southern Africa countries.

Findings

Work of the CEC organization is well regarded both by missions and MDI. Current programs are still strongly promotional and analytical. Although some progress has been made, evidence of enhanced recognition of the contribution of the informal sector in Africa is still not common. Despite problems in arranging effective, accountable assistance to SME's, support for these businesses continues to receive fairly strong priority in missions.

Recommendations

5. In the future AFR/MDI may wish to engage CEC to maximize the design of projects and undertake more active programs and field test approaches including greater emphasis on central project development and monitoring, possibly in cooperation with the PRE Bureau.
6. Support for small business is specialized, complex and risky. Therefore, MDI should arrange a SME contract directly, rather than continue to have the work performed under a sub-contract. Such contract should be carefully drafted to implement an agreed SME strategy, including accountability.

HARVEY & COMPANY

The Harvey firm, contracted directly by MDI, manages the Africa Venture Capital Fund (AVCF) project, designed to introduce the technology of venture capital funds into Africa. Harvey, which is affiliated with several venture capital entities, has been negotiating a sub-contract with Meridian Management Services, an affiliate of Meridian Bank in Lusaka, Zambia, for implementation. MDI's contract with Harvey, an 8a firm, is sole source.

Findings

The AVCF project is moving slowly, attributed partly to AID's cumbersome contracting procedures. It has taken 10 months to finalize a \$350,000 sub-contract with Meridian. Documentation is said to have been well prepared. An AID project committee was appointed to review the sub-contract, including reportedly persons whose main interests and expertise are other than finance.

Recently, after nearly a year of negotiations with Meridian, the contractor was given a copy of an Africa Bureau General Counsel memorandum dated June 14, 1991, summarizing an Aid Policy Paper on Private Enterprise. The documentation cites how AID policy would apply to criteria for grants made to firms participating in the venture capital program. It would have been more useful if the guidance had been provided a year earlier. The experience of dealing with uncertain, sometimes ex post facto bureaucratic controls and guidelines has the contractor apprehensive.

Recommendations

7. Terms of reference for innovative projects such as this should spell out broad parameters and objectives and be as explicit as possible in defining limits or prohibitions. Nonetheless, to be effective, projects such as the AVCF must be permitted considerable latitude and freedom of action to permit the contractor to exercise independent judgement, in return for accountability.

B. Support for Assessments and Strategy Planning by Missions

Manual for Action in the Private Sector (MAPS)

The primary research and planning tool provided to missions during the past three years is a program entitled: Manual for Action in the Private Sector (MAPS). Nearly a dozen missions have utilized the program. Activities are principally the following:

- Define the scope, nature and strength of the local private sector;
- Survey local firms (using local contractors where available);
- Conduct in-country workshops and focus group sessions to open communications and raise the level of mutual awareness among government officials, businesses and donor groups;
- Define principal elements of private sector strategies;
- Evaluate the impact of mission (and other) interventions.

Missions that have contracted for the full or partial MAPS exercise include Ghana, Kenya, Swaziland, Lesotho, Niger, Madagascar, South Africa, Zimbabwe, and Uganda.

Customarily, three persons lead the exercise. Financial and management arrangements can be made through either PRE Bureau's PEDS contract or AFR/MDI's contract with its principal contractor. Costs, which are shared by missions, PRE and AFR/MDI, have ranged from \$120,000 to \$280,000 for direct expenditures with an average expenditure above \$200,000. To date, roughly \$1.7 million has been committed to these exercises.

Findings

All missions contacted, except Kenya, express overall satisfaction with the program and commend the high quality of personnel utilized. The Swaziland mission effusively praised the effort and noted that multiple copies of a revamped, simplified MAPS report has been circulated on demand to local officials.

Criticisms of the MAPS effort voiced by the Kenya Mission were the following:

- Evaluation work was not integrated into an overall exercise;
- Focus groups might have provided better feedback had they been more private sector oriented;
- Backstopping for the team was inadequate;
- Greater flexibility was needed to serve the Kenya mission's particular needs.

Nonetheless, the Kenya mission expressed general support for the MAPS concept and said it would recommend it for others "with some modifications," including the need for greater flexibility and action orientation for the various components in order to keep the exercise relevant to current conditions.

Other positive comments made are that MAPS exercises are comprehensive, raise the consciousness of local groups, prod mission representatives to know the private sector, and provide reliable data. Criticisms of the programs are that they are expensive and sometimes replicate major portions of existing documents and surveys, including AID and World Bank analyses. One donor group official remarked that Africa is awash with diagnostic studies; he added that what is required instead are second generation, action oriented and problem solving efforts.

By mid - 1991, most missions have completed their strategy planning in support of the private sector.

The Ghana mission is committing about \$150,000 to expand and update its initial MAPS exercise. Included are efforts to establish a data base to evaluate current and future interventions.

One proposal is that a cross sectional study be conducted in six or more countries that have used MAPS exercise to compare results. The preliminary cost estimate is \$100,000 in core funds plus mission resources. The PRE Bureau has declined to co-finance this assessment.

Recommendations

8. Scale down the MAPS exercises to provide only the portions needed by missions and avoid duplication of effort. Examine carefully the justification for the proposed formal cross sectional analysis of past MAPS efforts; consider for example, reviewing past MAPS efforts as one agenda item at the next regional meeting of AFR officials.
9. Require missions to assume responsibility to pay most if not all costs involved in routine assessments and strategy planning including any cross sectional analysis. Utilize MDI core resources primarily for R&D functions.
10. Expand efforts to "privatize" and "institutionalize" elements of any MAPS-type exercises. Require US contractors to train local businesses and associations to be able to provide missions and local authorities with (a) evaluation analysis and (b) follow-up work.
11. Encourage missions to involve local private representatives when conducting major program planning and strategy exercises both to facilitate training and to exchange views on preferred developmental techniques. In short, begin to "privatize" mission planning.

C. Technical Advice

(I) Assistance to Missions in Preparing Strategies and Project Documents.

MDI plays an important facilitative role providing personnel as well as some funding to a number of missions planning private sector activities and preparing project documents. Services generally have been provided through a private contract, as well as through MDI buy-ins to PRE projects, principally the PEDS contract, and IQCs.

Easy access to project design assistance has been especially valuable when missions were first venturing into private sector activities. Missions now have a clearer understanding of private sector needs and options. Some utilize groups outside AID for their private sector needs including, for example, the International Executive Service Corps, the Peace Corps and VITA. The Uganda mission is committing \$700,000 of its own resources to purchase technical assistance from the African Project Development Facility (APDF) to help Ugandan entities formulate viable, "bankable" agricultural production schemes.

Findings

Missions have appreciated MDI's support to project preparation activities. Positive comments have stressed the following:

- Timeliness of responses
- Ability to use MDI funds at times to augment mission funds
- High quality of consultants
- Minimal documentation required resulting in fewer delays, easier implementation and greater impact than is the case when PIO/Ts must be prepared.

Some missions were critical of MDI's work on individual projects and one faulted MDI as being unfocussed. All missions are now less dependent on MDI for help in designing and initiating activities, since most technical expertise can be accessed through several channels.

Extracts of Cables from the Field Regarding Impact of the APEF Through MDI

USAID/Gambia: "The mission views AFR/MDI as an essential and singular element of the overall framework through which its private sector programs are developed and implemented. AFR/MDI has succeeded in providing a vital link from within the agency outward to the private sector. AFR/MDI staff are unique in that they combine real, practical knowledge of how the private sector thinks and works with an insider's understanding of both AID and Africa..."

"Developments in the private sector often occur unexpectedly and rapidly, and AFR/MDI and APEF have been effective on occasion as a flexible, fast-response vehicle for provision of important services."

"AFR/MDI staff's knowledge about what has worked or hasn't worked in other countries throughout Africa has also been quite useful in assisting the mission to formulate a private sector strategy."

"The existence of AFR/MDI ensures that enterprise opportunities in Africa will not suffer from competitive neglect...The existence of AFR/MDI as a separate entity devoted exclusively to private sector development in Africa is extremely important and useful. Similarly, the APEF ensures field missions access to consultants and other resources with specialized experience in and knowledge of sub-Saharan Africa." (Banjul 2221,7/24/91)

"Without MDI's support, we would not have had the resources to progress as far as we have. Private sector development, particularly in the form of increased foreign and domestic investments, is the sine qua non for acceptable levels of economic growth in the Gambia. MDI's ready understanding of this fact and the highly professional attention of your direct hire and contract staff moved us a long way in the direction of getting the investment ball rolling here." (Banjul 882,4/8/90).

USAID/Niger: "We are unclear what services are available, i.e., which services come under MDI as opposed to other parts of AID/W such as PRE." (Niamey 6343 7/27/91)

USAID/Namibia: "MDI assistance with the investment mission was timely and effective..In general, MDI's [intended future] assistance will be an extremely important catalyst in the GRN's efforts to promote private sector growth." (Windhoek 1563 7/19/91).

Extracts of Interviews with Mission Personnel

USAID/Swaziland: The mission strongly supports the work of MDI and gives that office high marks. The MAPS exercise, in particular helped enlighten USAID and the Embassy about the dimensions, characteristics and problems of the private sector, doing the same for the government and the local private sector and providing a basis for trilateral discussions. The mission representative said he could not have formulated the private sector-oriented program without MDI's help. The support was professional and timely.

While not critical of MDI's performance, one official noted that he could understand why AFR personnel might take a dim view of missions which sought to escape the discipline of their budget limitations by tapping MDI's free, but very valuable, services.

USAID/Ghana: MDI's services have been timely and helpful. The office has provided helpful ideas such as venture capital, debt/nature swaps. MDI's support can be particularly useful if a mission knows what it wants to do, but too many miscellaneous ideas coming from MDI can be confusing. In the future, MDI's emphasis should be on

trade and investment plus possibly issues regarding venture capital. In the past MDI has used a shotgun approach but now we need a rifle approach.

USAID/Uganda: One mission official criticized MDI's efforts as being "all over the place" and a "gadfly approach." MDI should work within the Development Fund for Africa context. It could also fully focus on impact measurement. MDI has performed very well the function of galvanizing AID missions into greater concern for action in the private sector, but missions by now have outgrown the need for this approach. Mission directors know they are expected to emphasize private sector activities and they should be given the budget to do so. Private sector initiatives should be demand-driven from the field. MDI needs to be primarily service oriented rather than a marketing operation.

The MDI staff has high energy, is on a mission but is "not mainstream." The office should be restructured to be (1) highly service-oriented; (2) selective in its activities and (3) consistent with the goals of the Development Fund for Africa. MDI should also review its function and relationships within the AFR bureau and with PRE. There is definitely a role for MDI in the AFR Bureau, playing a more micro field-support role, with fewer people doing fewer things, but doing them well. MDI should also improve the dissemination of information on the experience of other missions and other non-AID groups.

USAID/South Africa: This office characterized MDI's services as being "indispensable." The mission relied on MDI for money because at first there were no ESF (and therefore no Development Fund for Africa) resources for South Africa. MDI has been quick and responsive in getting people to the field to conduct a MAPS exercise, core grant activities and to support Harvey and Company services regarding venture capital initiatives. In the future, MDI could help advise on what strategies have worked for advancing the private sector elsewhere and principally share experiences, increase awareness and perform selected educational functions.

MDI is to be congratulated on fast reaction time, providing funding, personalized service, good follow-up, and networking with non-AID organizations.

Recommendations

12. Routine technical services provided by MDI to missions should be funded primarily if not entirely by missions. They have the funds to undertake priority projects. Resources from MDI should be used primarily for R&D efforts.
13. MDI should establish clearer priorities and cost estimates for its technical services, paid by core funds, and establish a detailed budget and rationale for this work. Such an effort should enhance the cost/benefit ratio for the use of human and material resources.

14. MDI should collaborate with PRE and the contracts office to review channels available for accessing project design services and take measures to minimize duplication and simplify procedures. Prioritization of operations is desirable. MDI should take responsibility for oversight of agreed activities.
15. In order to streamline and privatize the project preparation process, MDI should undertake to provide off-the-shelf "boiler plate" documents in the manner employed for years by private professional groups and businesses when preparing repetitive planning and operational materials.

(II) Promotion of Trade and Investment (T/I) Missions

Visits by business representatives to African nations are an important technique in encouraging business development and matchmaking. U.S. firms need particular encouragement to explore possibilities in sub-Saharan Africa. Well-executed trade and investment missions (T/I) can help, and AFR/MDI has played a major role in promoting such activities.

To expand the number of business missions, AID and OPIC signed a Memorandum of Understanding in January 1991 whereby AID contributes \$622,000 as its share of a leveraged \$1.12 million budget to finance a two-year program of five multi-country trade and investment missions. The AID funds are used principally to pay the salaries of three OPIC staff members in Washington who work on programs of interest to AFR in Africa.

Since 1986 OPIC has arranged business promotion missions to Guinea, Cameroon and Zaire (1986), Nigeria (1988), Swaziland, Botswana and Lesotho (1989), and (with AID participation) to Togo, Benin and Cameroon (1990). In May 1990 AFR/MDI independently sponsored and led a mission to Malawi, Mauritius and Swaziland.

With AFR/MDI support, one group of business persons visited Botswana, Zimbabwe and Namibia in April 1991. A second mission, planned for September 1991 to Mauritius and Madagascar has been postponed to 1992 because of politically inspired demonstrations. Another group is scheduled to visit Ghana, Cote d'Ivoire, Senegal and Gambia in November, 1991. Two additional groups are expected to visit other African nations in 1992.

Findings

Private business participants in trade and investment (T/I) missions have generally praised them. They value the contacts made with private sector and key senior government officials. Most groups include representatives of about 15-20 U.S. firms. Participants pay their own travel, hotel costs and a fee of between \$500 to \$2,000. Thus, MDI's contribution to OPIC funds principally OPIC staff costs and does not directly subsidize US businesses.

Efforts to measure the impact of OPIC/MDI-sponsored business missions have been inconclusive. OPIC reports orally to MDI on results and follow up activities. One report provided by officials in AFR/MDI indicates that trade and investment missions during 1989-91 have contributed to some degree to investments worth roughly \$200 million estimated to have been committed in nine African countries.

One official questioned the manner in which trade and investment participants are selected and noted that some participants appear to be more interested in sales than investments. This predilection, however, is compatible with both OPIC's and the project's objectives since sales generally precede investments. One commentator also suggested that OPIC's concern is to promote the organization's investment guarantee program (rather than promote business matchmaking). He added that AID/OPIC follow-up on business missions could be improved, but provided no specific ideas.

Overall, the joint MDI/OPIC trade and investment efforts tend to be praised, and missions generally are pleased to collaborate. The program appears to be modestly advantageous to the participants and to the African contacts. The joint AFR/MDI-OPIC management appears to be effective.

MDI's funding of the services of three specialists at OPIC may be gradually reduced inasmuch as the program, now in its second full year, is largely repetitive. The LAC Bureau is evaluating the justification of its joint program with OPIC and appears likely to cut back its funding.

Efforts to institutionalize and privatize the management and financing of trade and investment missions have not yet been arranged. This should be done.

Table 2 below cites results of joint MDI/mission efforts. Data shown was provided by MDI personnel and summarized by the evaluators. Figures, while not definitive, give an indication of investment trends.

The impact of AFR/MDI activities on estimated business investments is probably small. Four private participants in trade missions, contacted by the consultants, generally indicated that US governmental support to them in business ventures, via trade missions, while helpful was not essential.

Recommendations

16. The joint OPIC/MDI program to conduct trade and investment missions is an important business promotion program; the frequency of planned future travel, about three multi-country visits per year, in 1991-1992, appears to be an appropriate short term goal.
17. Discuss with OPIC the justification of MDI's continued funding of three full time T&I specialists at OPIC, now that the program has been operating for two years.

Table No. 2

1989 - 90 TRADE AND INVESTMENT MISSIONS

COUNTRY	PRODUCT	CONFIRMED INVESTMENTS (\$000)	ESTIMATED EMPLOYMENT (No. of Jobs)		POSSIBLE INVESTMENT PROJECTS (\$000)	ESTIMATED EMPLOYMENT	
			DIRECT	DIRECT SUPPLIERS		DIRECT	DIRECT SUPPLIERS
BOTSWANA	Ceramics, ostrich farm, live bird imports, tannery, shoe manufacturer	25,500 - 28,500	400	1,570			
	Oil Seeds				1,000	30	15,000
COTE D'IVOIRE	Pharmaceuticals	1,500 - 2,500	25	50			
CAMEROON	Seed Plant				5,000	30	5,000
GAMBIA	Fishing/shrimping	1,000	20	25			
GHANA	Aquaculture				16,000	1,000	15,000
LESOTHO	Seed Plant	3,000 - 5,000	45	5,000			
CAPE VERDE	Pharmaceuticals	500 - 1,500	—	10			
MAURITIUS	Hotels, construction				51,000-66,000	245	910
SIERRA LEONE	Diamond/gold mining	80,000	1,500	1,500			
SWAZILAND	Pharmaceuticals	8,200 - 8,500	35	25	104,500-106,500	1,260	65,060
	Textiles, candles, seeds						
UGANDA	Seed plant, sugar refinery				85,000	370	8,500
	TOTAL	117,000 - 127,000	2,025	8,180	262,500 - 279,500	2,935	109,470

Source: AFR/MDI, August 1991

18. By the end of 1992 a formal evaluation should be conducted, as planned, of the cost/benefit of MDI's trade and investment activities with OPIC.
19. If a consensus is reached that further support to business T&I missions is justified, the Bureau should endeavor to have major functions conducted by a private contractor with the collaboration, oversight and short-term funding of both AFR/MDI and OPIC. The group selected, possibly including a consortium of US industry associations, should be required to provide (a) knowledge of the techniques for trade and investment transactions in Africa; (b) capacity to induce US firms to participate; (c) ability to follow up; and (d) commitment to institutionalize most activities through the private sector.
20. Current trade and investment promotional efforts should be closely coordinated with Trade and Investment Services, conducted in collaboration with the International Executive Service Corps (IESC).

(III) Agribusiness Support Activities

Missions increasingly focus on agribusiness promotion as a major element of their private sector development strategy. Such programs involve a variety of activities including agricultural production, processing, transport, domestic and foreign marketing, and matchmaking. Priority is being given to promote the processing and export of agricultural products.

Promotion of agroexports requires clear strategies and access to institutions which can provide necessary leadership, resources and expertise. Producing competitive products for international marketing requires a variety of experience and sophistication in determining the right selection of commodities, quality processing, sound financing and up-to-date market intelligence. Technical services to missions in support of these activities are usually arranged through contractors.

Findings

One AFR/MDI official estimates that during the past two years, US agribusiness investments in Africa total about \$27 million. Projects valued at \$100 - \$200 million are reportedly being seriously discussed. See Table 3 below for details. Data shown was provided by AFR/MDI and summarized by evaluators. The direct impact of MDI's work on such business decisions and discussions is uncertain but probably minimal.

Discussions on potential "matchmaking" efforts between African and foreign enterprises often include representatives of U.S. firms seeking agroexport or agroprocessing opportunities. Trade and Investment missions financed and managed by AFR/MDI and OPIC have encouraged such contacts.

Table No. 3

IMPACT OF AGRIBUSINESS ACTIVITIES

COUNTRY	PRODUCT	ACTIVITIES IN OPERATION			UNDER NEGOTIATIONS		
		ESTIMATED INVESTMENT (\$000)	EMPLOYMENT		ESTIMATED INVESTMENT (\$000)	EMPLOYMENT	
			DIRECT	GROWERS & HERDERS (1)		DIRECT	GROWERS & HERDERS (1)
BOTSWANA	Ceramics	5,000	300	---			
LESOTHO	Seeds, tiles, ceramics	8,000	350	10,000			
SWAZILAND	Horticulture Textiles, denim factory	100	100	2,000	110,000	2,500	210,000
CAMEROON	Bananas, seeds Cocoa butter, beans	8,000	500	7,000	34,000	400	15,000
GHANA	Aquaculture, prawns				32,000	600	---
GAMBIA	Shrimp Peanuts, sesame	2,000	150	---	3,500	220	70,000
MALI	Meatprocessing, tannery				7,000	350	4,000
TOGO	Cashews				2,000	2,000	5,000
UGANDA	Spices Seeds, pyrethrum	100	25	200	3,750	175	5,500
CHAD	Gum arabic				500	50	5,000
KENYA	Vernonia, Sorghum, Jojoba	3,500	300	350,000			
	TOTAL	26,700	1,725	369,200	192,750	6,295	314,500

(1) Supplying agribusiness enterprises.

The MDI staff has helped identify major U.S. industry representatives who have demonstrated interest in specific African agroindustries. Examples include: chocolate in Ghana, spices in Uganda, textile manufacturing and cotton growing in Swaziland. Missions generally appreciate MDI's support and leadership for agribusiness activities. One mission official cited a failure by AFR/MDI to communicate and follow up effectively on certain activities.

Priority for agribusiness activities is evident in most missions. Some are actively promoting agroexport activities; these include offices in Ghana, Swaziland and Uganda.

Missions generally define their own approaches to agribusiness. Sometimes their own and MDI views on agribusiness strategies do not coincide. There are, however, risks in formulating a mission-by-mission approach as each, with its array of contractors, attempts to discover optimum strategies independently. MDI is considering efforts to help coordinate mission approaches.

An AFR Bureau concept paper on agribusiness, (A Strategic Framework for Promoting Agricultural Marketing and Agribusiness Development in Sub-Saharan Africa, AFR/TR, January 1991), analyzes African agricultural marketing systems. As yet, the Bureau has not formulated a comprehensive strategy and action plan.

An AFR agribusiness conference, planned for early 1992, offers an opportunity to coordinate planning strategies, propose lines of action and designate responsibilities.

Recommendations

21. MDI and AFR/TR should collaborate, with outside expertise as required, to develop a strategy and program for agribusiness promotion; the role of missions and MDI with regard to agroexports should be delineated.
22. The strategy assessment should consider the cost/benefit of (1) actions needed to improve the "enabling environment" for agribusiness, (2) identification of interventions that will assist the private sector become competitive in international markets, (3) methods of facilitating trade and investment contacts ("matchmaking") that are cost effective, not too time consuming and appropriate for AID-funded operations, (4) prioritization of needed resources, (5) assurance of adequate oversight and follow-up.
23. MDI should rely more on private contractors to conduct detailed elements of business matchmaking by, for example, utilizing the services and capacities of agrobusiness industry associations.

Illustrative utilization of business Associations

In recent years, US industry associations have played increasingly important roles in combining the talents and interests of US businesses and government agencies to promote private enterprise in the third world nations. A 1990 study organized through AID's Market and Technology Access Program (MTAP) identified a number of promising opportunities for collaborative effort. These include the following:

- (a) Develop programs with US industry and trade associations to assist both US and foreign firms assess the pros and cons of joint ventures, licensing arrangement, options for technology transfers and two way trade.
- (b) Induce US industry associations to develop stronger trade and business associations with counterpart groups in selected African nations--for example, by establishing "sister" relationships.
- (c) Provide support, including seed capital, to associations willing and able to conduct or co-sponsor product specific (rather than country specific) trade missions to Africa.
- (d) Expand opportunities for associations to provide training.
- (e) Lastly, engage missions to associations to provide or recommend industry specialists able to assist in elements of planning and design for major private sector projects; utilize such talent during the course of business development schemes, privatization studies, trade policy promotions, finance sector modernization efforts and regional program planning conferences.

A caveat may be in order. Industry associations generally have a limited capacity to engage in business promotions interest abroad. Few are likely to be willing to commit their own financial resources to development activities in Africa. Nonetheless, several groups have indicated a general willingness to meet with A.I.D. representatives to discuss methods of working together more effectively on global business issues. Those with interests relevant to the AFR Bureau would include the following:

Bankers Association for Foreign Trade
1600 M Street N.W., Washington, D.C. 20036
Tel. (202) 452-0952

Agri Business Council (ABC)
2550 M Street N.W., Washington, D.C. 20037
Tel. (202) 296-4563
Contact: James A. Hafner, Asst. Dir. Int'l Programs

Food Processing Machinery & Supplies Association
200 Daingerfield Road, Alexandria, va 22314
Tel. (703) 684-1080
Contact Michael Donkis, Dir. of Marketing & Public Relations

National Food Processors Association
1401 New York Ave. N.W., Washington, D.C. 20005
Tel. (202) 639-5900
Contact: Leonard Lowsled, Governmental Relations

National Forest Products Association
1250 Connecticut Ave. N.W., Washington, D.C. 20036
Tel. (202) 463-2700
Contact: John Mentis, Manager Trade Programs

National Association of Manufactures (NAM)
1331 Pennsylvania Ave. N.W., Washington, D.C. 20036
Tel. (202) 637-3000
Contact: Howard Lewis, V.P. International

US Chamber of Commerce
1615 H Street N.W., Washington, D.C. 20036
Tel. (202) 463-5460
Contact: Jeffery D. Hallett, Dir. Int'l Trade

Note: A subsidiary of the Chamber of Commerce is the Center for International Private Enterprise. Tel. (202) 463-5455.

(iv) Establishment of Export Processing Zones

Since 1988 OPIC and AID have co-sponsored a project, funded at \$1.17 million, to assess the pros and cons of export processing zones (EPZs) in Africa and to promote the creation of pilot efforts in two countries, Togo and Cameroon. AID's share, \$900,000, leverages incremental support by OPIC for projects of concern to AFR in Africa.

The project is being implemented by a private firm, The Services Group, under contract to OPIC. Studies were conducted by the Group in 1989 regarding EPZs. The Services Group has also assisted in drafting enabling legislation.

In 1990 AFR/MDI organized a conference on EPZ development in Mauritius, sponsored by AID, OPIC and the African Development Bank for selected African officials and businessmen. Some elements of free trade zone activities are conducted in Senegal and Mauritius.

Export processing zones were first established decades ago in Taiwan and Korea. They have reportedly contributed to wider liberalization of economic policies, increased private investment and boosted employment. Creation of such facilities is sometimes justified as providing a demonstration model for governments to illustrate the advantages of broader trade and investment liberalization measures.

Kenya in 1991 established an EPZ activity near the Nairobi airport on a site originally intended as an industrial park. The project is privately funded and managed through a joint venture between Firestone East Africa Ltd. and a local Indian group. One client began installing equipment in July 1991 to process and export foodstuffs. The Kenya government is discussing the prospects of setting up additional EPZs in Mombasa and Nairobi.

Findings:

The joint OPIC/AID effort to promote pilot EPZ efforts is proceeding slowly.

In Togo, a U.S., Canadian, Togolese development consortium plans to construct, own and operate the 35-hectare zone facilities near the port of Lome. About 19 firms have been allotted facilities. An AID mission project provides for technical assistance and support to the local government to administer the program and set up an investment promotion center. UNIDO is providing technical assistance.

OPIC reports that the "...prospects for significant new investment flows to Togo remain excellent...". They estimate that if the 32 firms which have applied for EPZ benefits pursue their projects, over 4000 new jobs will be created within the first 3 years. Notwithstanding this optimistic view, the project is behind schedule.

In Cameroon in 1990, the government established the legal and administrative framework for a Free Zone Regime, offering incentives and liberalizing investment policies. Support for the program is a key element of the AID mission's program, in which \$6.16 million is committed over the next five years. Efforts to select a developer are underway. An AID-financed advisor on regulation and promotion has been identified. Nonetheless, the project is behind schedule.

The U.S. Embassy in Mauritius reported that work conducted during the 1990 EPZ conference financed by MDI and OPIC was extremely well-received, exposing African participants to EPZ's advantages and risks.

Overall, the joint OPIC/AID effort to promote EPZ's appears to be providing a moderately costly technique to demonstrate the pros and cons of trade and investment liberalization efforts for African countries. It is a pilot effort which is suffering from delays and uncertainties.

Recommendations

24. The progress and economic justification of EPZs - not only in Cameroon and Togo, but elsewhere in Africa - should be monitored; the prospects of successful replicability in other African countries should be assessed before further major commitments are arranged.
25. The current joint OPIC/AID effort of EPZ promotion should conclude as planned in 1992, having achieved its objective of assisting the initial planning of two EPZs as models.
26. Further support for EPZs should be privatized by linking it to substantial, if not, total funding, by local private sector entities, as is the case in Kenya.
27. EPZs in Africa are likely to follow the trend of basic models operating for years in Latin America, the Caribbean and elsewhere; AFR should therefore consider the advantages of shifting responsibility for further technical support for EPZs to a central AID office capable of reflecting global experiences on such matters and yet able to serve AFR's special needs.

(v) Financial Sector Development

Credit and Venture Capital

In all African nations, institutions and facilities are needed to mobilize domestic savings and provide some of the capital investment and other financing needs of business. Commercial banks in Africa usually do not now provide these services to fledgling businesses.

Relatively advanced market structures such as stock exchanges are not yet viable in most nations. While possibly more appropriate in Kenya, with its comparatively well-established investment environment, a stock exchange would be, for example, premature in Uganda.

The AFR/MDI office has undertaken programs to address some shortcomings of the financial sector. Initiatives include support for an Africa Venture Capital Project, collaboration with OPIC to establish an Africa Growth (investment) Fund, and promotion of other finance-oriented activities. MDI has arranged debt swap seminars, and encouraged projects that can provide business loans and guarantees to focus more on Africa. The office has provided technical assistance to evaluate stock markets and to restructure a bank, preparatory to privatization. The LAI contractor assisted in the recruitment of a long-term advisor for the Kenya Capital Markets Authority.

In Ghana, MDI has facilitated the mission's communication with other donors. One example is a proposal for a venture capital activity by Richard Loth (Harvey Company), supported by MDI. He reportedly convinced the mission to move ahead in this area. As a result, AID and the Commonwealth Development Corporation (CDC) are cooperating to set up a venture capital fund similar to the La Financiere operation in Cote d'Ivoire.

A long-term financial market advisor is assigned to MDI under the LAI contract. This specialist has, for example, managed or conducted:

- Evaluation of stock exchanges and financial instruments in the West African CFA zone;
- Analysis and recommendations regarding financial markets development;
- Assessment and recommendations regarding a Senegal bank restructuring;
- Financial analysis and venture capital assessment in support of multi-country capital markets development;

Recent experiences of the IFC-managed African Project Development Facility (APDF) have underscored the problem of inadequate financial resources in Africa. The 1990 annual report states:

"A crucial problem in Sub-Saharan Africa continues to be the acute shortage of equity capital for investment purposes. Governments and multilateral institutions need to make serious efforts to address this problem to help indigenous private sectors play a more meaningful role in their countries' development."

Several development assistance agencies are sponsoring a number of innovative approaches to address this problem. The APEF funds a number of these endeavors.

The Africa Venture Capital Fund (AVCF)

The AVCF project is being developed by the Harvey Corporation, under a contract with MDI. AFR is providing the start up costs. The AVCF is expected to serve as an investment facility and to provide managerial and technical assistance to induce indigenous enterprises and banks to organize venture capital funds. It is an innovative effort to develop African institutional structures for mobilizing and investing local capital resources.

La Financiere

A private, small, non-profit organization based in Cote d'Ivoire, called La Financiere, is a savings and investment club of business persons, government officials and other would-be entrepreneurs, who wish to invest in local businesses. Share holders are often well-connected in Ivorian and other African society. They usually know who has money to invest, but typically have trouble moving a project from conception to action. The

organization promotes the creation of comparable venture capital activities in a number of West African nations.

REDSO/W committed an initial \$300,000 to assist La Financiere in its start up phase to establish a computerized accounting system, pay the salary of staff members and defray other miscellaneous costs. Support from AFR/MDI includes \$269,000 in FY 1990 and \$460,000 in FY 1991.

Currently, the REDSO office in Abidjan has questioned the appropriateness of some administrative expenditures by La Financiere and has halted further disbursements, pending an audit.

Support from MDI has been instrumental in leveraging support by other donors. La Financiere is now receiving substantial assistance from the UNDP, the French Caisse Centrale, and the Commonwealth Development Corporation to develop a credit union and mutual fund operation. The organization is also negotiating to purchase a small, local bank. The value of foreign support, over the next 2 to three years, probably will exceed \$1.0 million.

The La Financiere program is an experimental approach to adapt the traditional West African "tontine" cooperative savings and investment model to the needs of mid-scale entrepreneurs. The organization is still weak in management and accounting, but has attracted interest as a pilot scheme. The view of the director of the African Project Development Facility in Abidjan is that La Financiere management exhibits enthusiasm, but limited experience.

Debt Swaps

The status of a debt swap effort in Ghana was assessed in mid-1991. With the help of the Debt for Development Coalition, secured at the initiative of MDI, the AID mission in Ghana has recently designed a "blocked currency for nature swap," designed to improve tourism promotion and the environment. AID will contribute \$5.6 million, to a total budget of \$11.3 million, of which \$1.9 million will be used to purchase local currency for project costs through a "blocked currency" transaction. The proposal states that:

"This type of transaction is expected to yield as much as three times the amount of local currency per dollar as could be obtained through normal foreign exchange transactions."

AID's contribution is seed money, which is expected to leverage substantial contributions from participating institutions. The program, which will finance the cost of restoring 15th century forts and promoting a game preserve, appears to be well planned and supported by Ghanaian and other authorities.

Other debt-for-nature swaps have been arranged or planned in Madagascar and Tanzania. Such transactions can be adapted to different circumstances e.g., debt for equity, debt for nature, debt for development plus other variations.

Other Initiatives

MDI is assisting missions explore alternatives in venture capital by providing technical services and arranging workshops and training. In Ghana, the AID mission is collaborating with Harvey and the Commonwealth Development Corporation (CDC) to develop a local venture capital activity. The CDC plans to contribute \$2 to \$5 million in venture capital. AID/Ghana, which is precluded from equity participation, will pay for designated start up and administrative costs, over a three year period.

Recommendations:

28. Assistance by AFR/MDI to strengthen capital markets and restructure banking systems should continue selectively, concentrating in a few countries where economic conditions are appropriate and when governments are committed to establishing a market economy.
29. Where missions have a need for technical assistance to address globally-understood (not regionally-specialized) finance problems, it may be more efficient to provide technical assistance through PRE. The Bureau already provides the missions throughout the world specialized technical expertise in financial markets, bank restructuring and investment guarantees. AFR/MDI must, however, insure that such services meet its needs.
30. Venture capital promotion activities should be monitored and evaluated during the next two years. Particular attention may be given to assessing their effectiveness in terms of (1) mobilizing private domestic savings and responding to venture capital needs, (2) the nature of developmental enterprises in which they invest, (3) economic impact (employment, foreign exchange earnings, etc.), (4) extent of their integration into the existing financial system, and (5) their replicability.
31. Participation by MDI in the promotion of variations of debt swaps (including debt for equity, debt for nature and debt for development) should be conducted as a moderate-to-low priority and only with the active assistance of private groups such as the Debt for Development Foundation. Responsibility for routine response to debt swaps requests may be effectively serviced by an AID/W central unit. The technique is global and the private sector and non-profit entities involved are often the same, whether the projects are in Africa or elsewhere.

(vi) Small Business, Microenterprise, and the Informal Sector

Small business, microenterprises and the informal business sector are estimated to employ up to 85 percent of the working population in Africa. AID and other donors have been supporting small and medium size enterprises (SME) since the mid-1970s. Although these efforts, using PRE services and mission-funded initiatives, have not yielded notable success in Africa much has been learned. There is a general recognition of the untapped potential of small enterprises and of the need to establish institutions to mobilize and invest the capital of small savers.

MDI is exploring various possibilities. In Cote d'Ivoire, for example, MDI as well as the Africa Project Development Facility and other donors, support and encourage La Financiere, an organization seeking to encourage private savings and investment in productive enterprises.

MDI's assistance to SMEs is carried out principally by the Community Economics Corporation (CEC). This firm analyzes SMEs and the informal sector and helps devise mission strategies. CEC also collaborates with the PRE GEMINI project.

Examples of CEC's activities include:

- Project Paper preparation for small business development projects in Botswana and Swaziland;
- Management of two informal sector conferences in Abidjan and Nairobi in April 1989;
- Design and field-test of monitoring system for AFR micro-enterprise development;
- Evaluation of SME activities, sometimes in collaboration with PRE (e.g., the South Africa Get Ahead Foundation Cooperative Agreement, October 1989);
- Preparation of an AFR regional strategy for SME development;
- Numerous short-term consulting activities outlined in CEC's quarterly reports.

CEC estimates that the demand by AID missions for their services could warrant a doubling of their level of effort, if (core?) funding were available.

Findings

AID missions value CEC's capability to respond quickly and effectively. Missions also obtain SME services from PRE (the GEMINI project) and other contractors under mission projects. Commitment by AID missions to support SME/informal sector programs, in competition with other private sector activities, may indicate that AID staff is comfortable with traditional basic human needs programs.

The centrally funded GEMINI project disseminates information regarding SME activities. The MDI uses CEC services regularly. The CEC group, with Management Systems International, is engaged by the PRE Bureau to implement a world-wide SME monitoring system for AID. (Other AID Bureaus do not have specific contracts designed to promote SME activities.)

Most CEC work for AFR missions has been analysis of conditions for small businesses and design of strategies and programs.

Recommendations

32. MDI should continue to provide missions, as requested, technical support for SME and informal sector projects, in close coordination with the PRE GEMINI project.
33. Services needed in the SME area during the next few years are likely to feature commitment of more centrally sourced AID resources to implement projects, in exchange for greater recipient accountability, rather than more program design. MDI should encourage this.

(vii) Privatization

Privatization is a complex and challenging politicized process having profound economic and budgetary implications. Success requires a major commitment of the top national leadership and reasonably widespread popular support. Obstacles to implementation are formidable. The technical management of the process is intricate, requiring sophisticated administrative and accounting skills, especially for such requirements as valuation and prioritizing which enterprises are to be divested and how.

The decision to privatize often raises questions about the prudence of earlier investment decisions and loan commitments. Attempts to establish book value of state enterprises frequently disclose insights regarding questionable procurement procedures and often provide embarrassing transparency of the negative impact that subsidies and tariff protection have inflicted on badly run enterprises.

Although the African landscape is littered with hundreds of money-losing or completely unproductive state enterprises, enthusiasm for privatization and divestiture programs has not yet taken hold in the Sub-Sahara. In one instance, in Togo, a modest agreement was entered into by the government with a private investor to take over operation of a small portion (scrap melting and re-bar production) of a non-functioning, multi-million dollar steel mill project. The World Bank urged that the project be totally liquidated. The success of even this partial privatization of the operation led to favorable publicity and some further divestitures.

Using the PRE privatization contractor, MDI has been instrumental in initiating privatization studies in such countries as Senegal and Zaire. Neither country has implemented the decisions, primarily because of the lack of high level political commitment.

After MDI provided technical assistance to the Gambia, the government proceeded with a number of privatization actions including banking and groundnut marketing.

MDI's most extensive program, culminating with the assignment of a full-time long term advisor, is being conducted competently but slowly in Uganda. The limited success of the Uganda program is attributed to several factors including the commitment of the president and a public awareness campaign which included a major conference on privatization supported by AFR/MDI. Most recently the World Bank linked the provision of major restructuring loans for Uganda to suitable divestiture of or reimbursement for hundreds of Asian owned enterprises seized in 1972 during the Idi Amin regime.

Support for the privatization programs of other missions, such as Malawi, may be scaled back. The Malawi mission cites, for example, a lack of mission capacity to undertake effectively all possible development activities and prefers to focus on other objectives. Recently the UK reduced its assistance program to Malawi following revelation of huge expenditures by top governmental personnel on luxury goods and services during the course of a "state" visit to the UK.

In Swaziland, the Embassy commercial officer said that while there is not much prospect for effective privatization, one possibility is the National Railway.

Findings

Privatization in Africa requires high level host government support and extensive preparatory efforts, including public awareness campaigns and carefully crafted strategies, such as valuation and prioritization.

The current PRE privatization contractor has indicated a preference to focus resources on the transaction stages of the privatization process. This emphasis appears to be appropriate for interventions in Asia, Latin America or Eastern Europe. No African nation has yet reached that degree of readiness to act.

Recommendations

34. The technical expertise needed to assist privatization efforts is globally oriented. Therefore MDI should consider whether the centrally funded (PRE) privatization project can satisfactorily service Africa Mission requirements. If, however, an assessment indicates that a separate, qualified contractor is needed, procurement action should be initiated promptly. MDI should determine the amount of time and money needed to support privatization efforts in selected African nations and ensure that initiatives will not drain financial or human resources from other priority

activities. The World Bank and other multilateral donor groups should be encouraged to lead privatization initiatives.

D. Other Support Activities by AFR/MDI

(I) Conferences and Workshops

The MDI office has used its central management support position and core funding capability to finance and sponsor a number of regional conferences and workshops on topics of concern to missions and to AID/W officials. These include:

- Agribusiness Conference (Task Order No. 25);
- Debt conversion workshop for African Development Bank in Abidjan (Task Order No. 61) and Tanzania (Task Order No. 34);
- Privatization conference in Kampala (Task Order No. 43);
- Export processing zone conference in Mauritius (Task Order No. 147);
- Agribusiness Council Conference (Task Order No. 118);
- Sahelian private sector conference (Task Order No. 51);
- MDI Management Strategy Workshop (Task Order No. 71);
- African Marketing Conference (Task Order No. 100).

Mission officials note the importance to both African officials and to themselves of being able to network and communicate with specialists who can introduce experiences that may be relevant to local needs and conditions. They frequently expressed chagrin over poor intra-African communications and emphasize the need to travel in order to exchange ideas and data.

Participation in the debt conversion workshop has encouraged African officials to consider the pros and cons of providing some local currency for development schemes in exchange for debt reduction. Ghana, for example, moved to exchange blocked currency for financial support by A.I.D. and private groups to develop historical forts and a game preserve.

Participation by Kenyan representatives at the trade processing zone conference probably encouraged a more rapid decision by a group of private businesses, led by Firestone, East Africa Ltd., Kenya, to convert a planned industrial park near the Nairobi airport to an export processing zone.

The privatization conference in Kampala in 1989 played an important role in the "public awareness" phase of privatization in Uganda. One effort is to encourage prompt implementation of a ruling calling for compensation or the return to original owners of property confiscated from South Asian persons in 1972. The World Bank has linked approval of structural adjustment loans to Uganda to prompt and satisfactory resolution of this issue. A privatization specialist, recruited by LAI and partially funded by MDI, has been working closely with Ugandan officials for the past 18 months.

Findings

AFR/MDI has utilized its position, funding resources and initiative to arrange and manage multiple conferences. The topics appear to have been priority ones. No evaluations of cost/benefit are available.

One questionable program entailed a trip to US and Europe by leading African business leaders, called the "Round Table" group. The cost to AID was about \$150,000. Participants were well-to-do business persons who were selected by the African Development Bank. The business results are not known. No mechanisms for oversight, follow-up or institutionalization appear to have been arranged.

Recommendations

35. The need for improved communication of good ideas in Africa continues unabated. AFR/MDI is experienced and well placed to play a pivotal role in facilitating such interchanges. To assure that such programs are relevant and effective, participants must share more program costs and management responsibility.
36. Future sponsorships by AFR/MDI should require that each activity be related to AFR/MDI's priority objectives and that suitable obligations for follow-up are arranged, possibly by private entities.

(II) Recruitment of Private Sector Advisors for Missions

During the past few years, at a time when resources for private sector promotion by missions was not always accorded priority, AFR/MDI stepped in and recruited prospectively qualified persons to work as private sector advisors in missions. The office also in some instances has paid the costs of hiring such persons. Currently, a half dozen private sector specialists, sponsored by AFR/MDI, work in missions under a variety of contractual arrangements. Included are private sector advisor employees in both REDSOs.

Findings

AFR/MDI has promoted the timely hiring and utilization of private sector specialists. The employees engaged are well regarded by mission leaders as effective workers serving a priority need. As of the last quarter of 1991, however, no mission needs to be induced to accord an appropriate priority to private sector functions as part of its overall development strategy. The rationale for separate descriptions for "private sector" personnel has passed.

Recommendations

37. The justification for subsidies to missions to engage private sector specialists is fast disappearing. As contract employees funded by AFR/MDI complete their work contracts, follow-on assignments should be mission funded (either by DH or PSC direct contract).

SECTION III

MAJOR COLLABORATIVE ACTIVITIES BY AFR/MDI OUTSIDE THE APEF PROJECT

The AFR/MDI office in the past years has effectively supported the activities of several organizations that assist private enterprise development in Africa. In conducting these initiatives, conducted apart from the APEF financing, MDI has leveraged commitments of resources many times the level of funds committed by AID. Major examples are as follows:

A. African Project Development Facility (APDF)

AFR/MDI led efforts in 1989 to expand the funding of the African Project Development Facility (APDF), an organization that provides technical assistance to African businesses. The APDF was established in 1988 by the United Nations Development Program (UNDP), the African Development Bank, AID and about 20 bilateral donor groups. It offers technical assistance on project preparation, to raise the quality of project planning and documentation to a level desired by banks. The operation collaborates with sponsors promoting projects having estimated investment costs of about \$0.3 to \$5 million.

Funding pledged by AID, under project 698-05161, is \$6.1 million out of a total capital of about \$53 million. The APDF management is seeking substantial additional funding of \$41 million to expand operations and open offices in Nigeria and Cameroon. AFR/MDI is considering a follow-on commitment of \$2 million or more.

The APDF operation is staffed by about 30 professional personnel plus support staff and contractors. Staff guide operations from the headquarters office in the IFC/IBRD bank building in Washington, with field offices in Ivory Coast (staff of about 8), Kenya (also about 8), and a new small office in Zimbabwe.

The impact of the APDF activities is considerable. By mid-1991, extensive technical and managerial support was being provided to an estimated 90-100 projects in various stages of planning and operation. The value of projects assisted as of December, 1990 is estimated at \$156 million, with nearly 6,200 new jobs created. Expenses of the APDF, as of December 1991, are not shown but possibly are about \$25 to \$35 million over a three year period, based on figures cited for donor obligations.

The US Mission in Uganda recently committed to the APDF \$700,000 to have the organization provide project preparation expertise to local agribusiness entrepreneurs.

Impressions gained by the consultants of the APDF operations in West and East Africa are favorable. This impression is reinforced without exception by the supportive comments of bankers, AID officials and business persons who were contacted. The cost to the APDF, per unit of business start, up is very high, roughly several hundred thousand

dollars per intervention. Beneficiaries are generally larger, modern businesses. On the other hand, the difficulties of establishing business ventures whether large, small or "informal" in Africa are great, very great. The APDF appears to be effectively providing services to private businesses that are not generally available elsewhere, at any cost.

The operations manager of the APDF cited to the consultants the nature of the Funds' reliance on AID resources noting that without AFR/MDI, taking the lead, the APDF would not have reached its funding goal.

Suggestion

Use of AID money to support selected activities of other public sector organizations is not exceptional. Since, however, the goal of the APDF is to assist private businesses, efforts should be made by AFR/MDI to insure that the organization helps establish in Africa the capacity of private sector groups to perform the same range of project assistance that the APDF now performs. The APDF is moving in that direction; nonetheless, AID should determine that the privatization and institutionalization of this important technical assistance program occurs sooner, not later.

B. African Management Services Company (AMSCO)

The AFR Bureau, through MDI, helped fund and establish in 1989, the African Management Services Company (AMSCO). The AID commitment is \$2.5 million, under project 698-0518. The operation, which is supported by both public and private funding, offers to manage African enterprises under contract and to train local personnel. Capital committed from private and public sources is roughly \$23 million, including pledges of \$6.0 million from private sources. AMSCO has used most of its start up funding and is experiencing serious difficulties persuading ventures to use and pay fully for its services. A reconsideration of priorities and funding commitments is contemplated.

C. Foreign Investment Advisory Service (FIAS)

In 1986 the Foreign Investment Advisory Service (FIAS), then a service of the International Finance Corporation, arranged to increase the level of assistance to African nations to "strengthen policies and institutions related to foreign direct investment."

Commitments by AID, under project 698-0528, are approximately \$2.1 million in three equal installments. The money is used for studies, travel, education materials, evaluations and promotion. The UNDP has funded nearly \$390,000 of costs in the same period while the World Bank has contributed nearly \$240,000.

Suggestion

Ensure that the FIAS activities are "privatized" as rapidly as possible. The rationale is the same as cited above for the APDF.

D. The Africa Growth Fund (AGF)

The AGF is a privately owned, privately funded, privately managed investment company which takes equity and debt positions in prospectively profitable (20 to 40 percent annual rate of return) business enterprises. Projects include a luxury hotel in Botswana, a gold mining operation in Ivory Coast and a banking venture in Ghana. The Fund typically invests in large projects (\$5 - \$50 million). To date, the AGF has committed from \$500,000 to \$3 million in projects, taking equity positions in each. The Fund has 20 percent of its \$20 million capital contributed by American corporate investors including Citicorp, Coca-Cola, Kellogg, Rockefeller and Lummus.

SECTION IV

PROPOSED SOUTHERN AFRICA ENTERPRISE FUND

In light of the announced U.S. intention of lifting sanctions against South Africa, the consultants considered how best to assist prospective black entrepreneurs in the Republic of South Africa. One approach is to establish a Southern Africa Enterprise Fund, based on features of the Polish-American, Hungarian-American, and Czech and Slovak-American Enterprise Funds.

In the transition period direct action is needed to stimulate investments and initiate and sustain a policy dialogue with the government to create market-driven institutions.

The mission of the enterprise funds in Eastern Europe is to encourage development of the indigenous private sector through investments and loans to small and medium-sized enterprises, and to provide technical assistance and training. U.S. private investors are urged to participate. The Funds also address political concerns of the U.S. Government.

Decision-making and approval authority is given to a skilled and experienced investment banker in charge of the fund, supported by a small, highly qualified staff and a bi-national board of directors. The fund managers bypass AID's complex and protracted project design and approval procedures. The U.S. taxpayer's interest is protected through the exercise of due diligence and normal business prudence by the Fund's managers and boards, subject to the usual scrutiny of the GAO and Congress.

The Enterprise Fund model was established by Congress with their enactment of the Support for Eastern European Development (SEED) Acts. The compelling appeal of this approach lies in its use of government financing to provide direct and rapid private sector, market driven investments with minimal bureaucratic procedures. In order to succeed, it must be very narrowly targeted, so that the investment banker selected to conduct the effort can quickly become expert about investment prospects and capacity of his target audience - in this case the black entrepreneurs in RSA respond to the available opportunities and challenge.

Suggestion

The consultants suggest that the Africa Bureau explore on the Hill and within the Executive Branch, the interest in supporting a Southern Africa variant of the East European enterprise funds. The project could target black enterprises in South Africa and focus on integration of new businesses with the established business community. It could be designed to foster forward and backward linkages with investment and trade in neighboring (SADCC) countries and induce multi-national companies that have divested from South Africa, to reformulate their investment activities. Private U.S. companies would likely welcome the opportunity to participate in the program.

"Captive" technical assistance funding might be profitably included in the proposed Fund with the understanding that local consulting firms participate and eventually assume responsibility for specified activities. Linkage with the USAID/RSA venture capital program, under the BICSN project, could be explored.

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**MID-TERM EVALUATION OF
AFRICA PRIVATE ENTERPRISE
FUND (APEF) PROJECT
VOLUME II - ANNEXES**

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ANNEX A

**Interim Project Assessment Report
(Used to Brief AFR Personnel)**

**MID-TERM EVALUATION OF
AFRICA PRIVATE ENTERPRISE FUND (APEF) PROJECT**

**Administered by
Africa Bureau, Office of Market Development and Investment
AFR/MDI**

**Prepared by
Checchi and Company Consulting, Inc.**

**D. Levintow
M. Ward
F. Thomas**

**Briefing for Africa Bureau
August 9, 1991**

PRINCIPAL ISSUES

MANAGEMENT

- **Effectiveness of programs**
 - **Quality**
 - **Experimental nature**
- **Administration of funds, personnel and projects**
 - **Diversity of funding mechanisms**
 - **Use of central core funding on ad hoc basis.**
 - **Mixing personnel (DH, contract other)**
 - **Speed, flexibility vs. orderliness and preplanning**
- **Coordination with**
 - **Missions**
 - **Other AFR offices**
 - **Donor organizations**
 - **Private sector**

IMPACT

- **Program component choices and operation; comparative costs and benefits**
- **Leverage on other resources**

Examples: OPIC, IFC, African Project Development Facility, Africa Growth Fund (joint AID/private funding), African Development Bank, AMSCO, FIAS and others

SECTION I

INTRODUCTION

BACKGROUND

- **Africa Private Enterprise Fund (APEF) established 1984 at level \$6.0 million; purpose to promote private enterprise development in Africa.**
- **Funding for APEF raised to LOP \$31.5 million, including \$7.5 million buy-in authorization; project completion date, January 1993.**
- **Office of Market Development and Investment, AFR/MDI, administers the Fund.**
- **Principal contractor, Labat Anderson, Inc. (then an 8a firm) engaged under sole source agreement in 1988.**
- **Authorizing documentation permits AFR/MDI considerable latitude to direct activities and commit resources.**

CURRENT SETTING

Economic Factors

- **New sense of economic realism concerning limits of government**
- **Greater appreciation of private initiative in economic growth**
- **Increased resources being committed to African development by AID (this year \$800 million) and other donor groups**
- **AID leadership now committed to Business Development Partnership**
- **AID missions now more private sector sensitive and increasingly collaborative with AID/W and US and local businesses**

Political Imperatives

- **Rapid shift of statist/socialist regimes to market-oriented policies**
- **Sanctions against South Africa being lifted**
- **Power of repressive regimes abating**

Constraints to Private Sector Development

General

- **Infrastructure weak**
- **Market information scattered, questionable**
- **Oligarchic power structures still dominate; corruption concerns**
- **Private sector frequently not willing or qualified to seize opportunities even when playing field nearly level.**

AID/AFR

- **Bureaucratic rules and procurement procedures inhibit rapid communications and firm commitments with private sector**
- **Corporate culture of BHN tradition remains strong and appealing**
- **Resources earmarked**
- **Multiple, overlapping, lengthy project/program approval requirements inhibit prompt decisions, funding and risk taking**
- **Guidelines ("goalposts") may be moved after commitment made**
- **Communications with private sector are uncertain and usually ad hoc**

Trends of private sector support activities in AID's Latin America and Asia Bureaus

■ Latin America and the Caribbean private sector support office, LAC/TI, now focusses attention on few activities:

- Trade and investment support to missions**
- Macro studies (e.g. effect of US/Mexican bilateral trade agreement on other LAC nations)**
- Promotion of trade/investment among US business groups**

The LAC/TI office has curtailed or eliminated most other direct support activities to private sector work in LAC missions.

■ Asia Bureau's private sector office is effectively disbanded (while reorganization in progress). Future work is likely to stress following:

- Support to private sector development through "intermediary" business groups, chambers and industry associations; these entities will, in turn, promote trade and investment of interest to business.**
- Stepped up support to US businesses to access markets; collaborative work will be strengthened with EXIMBank, Trade and Development Program, Asian Development Bank and U.S. industry associations.**
- New Center for Trade and Investment Service (CTIS) to be launched to network AID with business.**

SECTION II

COMMENTARY ON WHAT AFR/MDI HAS BEEN DOING

MULTIPLE ACTIVITIES WITHIN AID STRUCTURE

- Utilize extensively, through approximately 160 task orders, talents of principal contractor, Labat Anderson Inc. to help conduct multiple activities.
- Provides technical support to program planning in missions, private sector analysis (MAPS) and project design.
 - Missions supported heavily in past to plan and write private sector projects; most now moving to implement multiple, locally determined strategies.
 - Need for costly, extensive planning efforts (MAPS) is rapidly passing.
 - AFR/MDI must improve coordination of technical assistance work with AFR offices, PRE and others
- Promotes agribusiness
 - Efforts to assist at both retail and wholesale level; sometimes risky, time consuming and may raise issues of propriety.
 - Better access needed to specialized institutions for expertise, given scale and complexity of activities.
 - Separate unit to promote agribusiness, particularly export oriented operations, may be appropriate.
 - Coherent strategy must be formulated to identify players, responsibilities, risks and limitations.

- **Facilitates investment and trade promotion**
 - Investment promotion slow; trade promotion promising; collaboration with OPIC warranted to date; eventually most efforts should be further privatized
 - AFR/MDI should continue to lead efforts
- **Finance oriented activities**
 - Venture capital fund creation
 - Africa Growth Fund has both AID and private participation
 - Debt Swaps
 - Prototype efforts in Ghana, Madagascar appear promising.
 - Follow on in other countries should be readily developed by PRE if willing and able; otherwise AFR/MDI should lead.
 - Credit facilitation
 - PRE program operational; reflows from loans to go to Treasury
 - Loan guarantees
 - PRE program operational; OPIC, IFC and others also have guarantee programs
- **Microenterprise and SME development**
 - Accorded priority effort; results uncertain
 - Need separate contract, through AFR/MDI, to develop and conduct projects (and minimize studies) in coordination with PRE

■ **Privatization of government owned operations**

- **Most African nations still discussing justification; some commitment to change in Malawi, Senegal, Guinea and possibly Uganda**
- **PRE should take lead to support AFR missions in this area; otherwise AFR/MDI**

■ **Pay costs of and recruit private sector officers for missions**

- **Idea justified and successful in past; in future missions should pay own way for private sector personnel.**
- **Need to privatize further the work of private sector in missions; one proposal is to engage more local intermediary groups when implementing projects.**

MULTIPLE ACTIVITIES OF MDI OUTSIDE AID

- Leverage financial and management resources of other donor groups and some private organizations.**
 - Led effort to expand funding of African Project Development Facility (APDF), an entity co-financed by AID, UNDP, African Development Bank and 20 donors; this group provides technical assistance to African entrepreneur on project preparation; US funding is \$6.1 million to date; total capital about \$53 million.**
 - Initiated program with Overseas Private Investment Corporation (OPIC) to engage additional staff, financed by AFR/MDI, to arrange trade and investment missions to Africa.**
 - Collaborated with OPIC to establish the Africa Growth Fund, a privately owned investment entity with \$30 million capitalization; start up funding of \$1.4 million being provided by AFR/MDI.**
 - Assessed with OPIC viability of export processing zones (Cameroon, Togo, Kenya).**
 - Created the African Venture Capital Project, with AFR core funding of \$4.5 million over three years, plus mission buy-in; provides technical assistance and start up funding for prospective long term risk venture capital facilities; management by a sole source, 8a private firm, Harvey & Co.**

- Helped fund and establish in 1989 the African Management Services Company (AMSCO); the operation offers to manage African enterprises under contract and trains local personnel; capital committed from private and public sources is roughly \$23 million, including \$6.0 million in pledged private money; AFR share is \$2.5 million; AMSCO having difficulty finding ventures willing/able to buy its services.
- Collaborated with and helped finance work of the International Executive Services Corps (IESC).
- Arranged PASA agreement with Peace Corp; perform joint work on SME activities.
- Supported efforts to orient the African Development Bank (AFDB) to increase private sector operations.

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SECTION III

FINDINGS

A. GENERAL, AFR/MDI

- **Particularly innovative; takes initiative with missions and with other donor groups.**
- **Conducts a wide array of private sector projects/activities and utilizes APEF resources in multiple ways.**
- **Rapid response - when MDI interested - to requests for help/funding;missions look to MDI not only for technical support but for financial backing when immediate needs cannot be met from mission resources.**
- **Leverage considerable incremental resources from the US agencies, other donor groups and US business community.**
- **Endeavoring to institutionalize and privatize work of own (AFR/MDI) office and private sector support activities in missions.**
- **Utilizes extensively main contractor, Labat Anderson Inc., to perform wide range of services, totalling 160 work orders with expenditures of approximately \$11.5 million in three years; this close private/public sector collaboration has greatly enhanced effectiveness of AFR/MDI leadership.**
- **Uses of multiple contract personnel to augment office's direct hire staff; this mixture of policy making, generalist direct hire personnel and technically specialized contract personnel generally has been credited with being a key element in permitting MDI to engage in multiple, varied private sector functions.**

B. MISSIONS' VIEWS OF AFR/MDI

- Missions' best friend in crisis.
- Get fast, efficient response, including funding, when MDI concurs.
- Micromanages at times.
- Imaginative agribusiness efforts
and also,
- Uncoordinated, unwanted agribusiness initiatives and proposals
- Yes, generally good follow-up,
and also,
- No, sometimes poor follow-up.

C. OTHER DONORS, BUSINESSES' VIEWS

- "Without AFR/MDI, we would not have reached our funding goals." (APDF - which receives AID funding)
- "AFR/MDI should be a model for AID." (French group)
- "Without AID money, we could not have moved into the promotion phase." (FIAS)
- Business reps (including several who participated in trade and investment missions) generally complimentary of AFR/MDI (and OPIC) support; bankers welcome project proposals that have been prepared with the help of AID - financed intermediaries.

D. MANAGEMENT AND ADMINISTRATION

- **Cost/benefit of performing multiple tasks at both retail and wholesale level is uncertain; need sharpened focus, particularly since scattershot efforts of past need not be continued.**
- **Need clarify role of MDI (soon to be ONI) in new AID structure.**
- **Paper trail in MDI mixed; office relies on contractor (Labat Anderson) for most record keeping on project operation, financial status and management services; record keeping in contractor's office deemed fully acceptable by audit group in 1991.**
- **Coordination of work with other offices in AID is adequate, if unstructured.**
- **Communications and networking with contractors, US private entities and other donor groups is extensive and ad hoc.**
- **MDI has engaged personnel to evaluate periodically elements of its programs, as required under APEF contract. The views expressed generally are supportive. No annual report on APEF work has been prepared, as required by the contract.**
- **Quality of periodic reporting to MDI from Labat Anderson is good. Monthly and quarterly reviews of financial and project status are well formulated. Need to continue DAILY "Flash Reports" to MDI on current events is questionable; weekly or even monthly reporting should suffice.**
- **Efforts to convey ideas and data to/from missions is adequate; quarterly newsletter, "Africa Updates," reporting on current private sector developments, is well regarded by missions. Utilization of video tapes of important seminar and training sessions is expanding rapidly.**

E. IMPACT

- The comparison of planned EOP achievements, as cited in project document in 1988, with current status, indicates that most project goals have been met by mid-1991. The EOP status, cited in the project document, and the consultants' evaluations, are as follows:

<u>EOP GOAL</u>	<u>CURRENT STATUS</u>
Four-fifths of missions integrating private sector strategies into country strategies.	All missions have private sector strategy.
Missions significantly increased funding for private sector work.	Yes - Done.
Ten missions fund private sector officers.	Achieved.
Investment promotion programs started or expanded in eight countries.	Roughly dozen countries have such programs.
Six governments assisted with privatization.	N o t y e t accomplished.
Five new credit facilities started or improved.	Goal nearly achieved.
Improvements accomplished in three-fourths of organizations assisted. (Uncertain what meant.)	U n c e r t a i n results.
Policy changes occur in half of countries identified as needing.	N o t y e t accomplished.
Multiple assistance to groups and multiple assessment carried out. (Uncertain?)	Yes - Probably.
Five conferences arranged.	Over achieved.
5000 entrepreneurs assisted.	Goal readily achievable.

SECTION IV

BROAD RECOMMENDATIONS

A. POLICY

- 1. Revamp any follow on contract regarding the African Private Enterprise Fund (APEF) to require greater identification of where, how funds will be spent.**

Corollary - In recognition of state of flux for private sector activities in Africa and in recognition of AFR/MDI's excellent record of innovative programming, set aside approximately 15 - 20 percent of future APEF funding to be utilized for not-yet-specified R & D functions.

- 2. Private sector development issues that are new, uncertain or unique to Africa, should be managed or supported from the AFR/MDI (or ONI) office. Examples:**

- Selective support to missions on programs and project design when missions finance or cofinance activities.**
- Trade and investment development, in collaboration with businesses.**
- Liaison with multilateral development agencies and US government entities, to leverage resources and exchange data.**
- Expanded and more structured linkages with US private sector intermediary groups such as chambers of commerce and associations of industries and trade. (The Latin American and Caribbean Bureau (LAC) is seeking a contractor to assist in business networking efforts; this idea may be applicable to the African scene.)**

- Finance oriented activities that are not effectively coordinated by a central AID office/ contractor.
 - New initiatives...
3. Shift gradually to central offices of AID responsibility for technical support to AFR missions on activities that have strong universal characteristics (and where experience in other AID bureaus is extensive and relevant). Example:
- Privatization; justification and implementation
 - Free trade zone promotion and
 - (Some) Finance oriented activities
 - Credit and credit guarantees
 - Debt swaps
4. Regarding agribusiness, MDI should collaborate with AFR/TR to devise, with the help of outside expertise as required, a strategy for agribusiness promotion, particularly export-oriented operations.

Strategy should include (1) action on the policy level to produce an "enabling environment" for agribusiness, (2) assistance to the African private sector with the process of becoming more competitive in international markets, and (3) assistance in facilitating trade and investment contacts between U.S. and African businesses.

To implement an agreed strategy, one or more qualified contractors should be engaged to provide the expertise required. AFR/MDI should manage the operational elements of this program which is likely to feature unique African characteristics and be closely tied to other private sector activities conducted by the office.

B. MANAGEMENT

5. As existing contracts with private consultants expire, arrange for competitive bidding for follow-on work.
6. Continue to expand the use of private contractors to carry out work of office when cost effective.
7. Rapidly phase out all future funding by AFR/MDI of private sector employees at missions. (Continue to provide technical assistance; continue to recommend suitable personnel; but require missions to pay for salary costs of such personnel when engaged by mission.)
8. Undertake to simplify the paperwork required of missions in Africa (and AFR/MDI) in pursuit of private sector development. Provide, for example, pre-packaged, off the shelf computer based documentation in the manner used for years by lawyers, architects, engineers and business managers to prepare planning and operational documentation.
9. Expand, through AFR/MDI intermediation, training for AFR personnel in activities such as:
 - a. Trade and investment promotion techniques, and
 - b. Finance-oriented subjects for generalists.

(The Asia Bureau has already initiated such training for Washington-based personnel.)

C. LINKS AND RESPONSIBILITIES WITH OTHER PUBLIC SECTOR OFFICES

GENERAL

- **Privatize the work of public sector entities where feasible.**
- **Minimize the use of other public sector groups to carry out AID's mandates.**

SPECIFIC

- 10. Endeavor to engage a "private entity," preferably backed by US business interests, to carry out most functions of the trade and investment missions of US business persons to Africa, now performed by Overseas Private Investment Corporation (OPIC), using AID resources. Evaluate the long term impact of T/I missions, then calculate commitments accordingly.**
- 11. Continue limited AID funding for activities of the African Project Development Facility (APDF) to undertake project development work for African entrepreneurs.**

The work of APDF staff, as viewed by the consultants in Washington, Abidjan and Nairobi, is excellent. It is also costly and is performed by a public sector entity. More of its responsibilities must be privatized. AFR/MDI should ensure that US resources are used to develop the capacity of private local groups to offer project development assistance.

- 12. Shift AID resources gradually from the Foreign Investment Advisory Services (FIAS), a multilateral public sector group, to comparable private sector organizations. (Rationale same as with recommendation no. 11.)**

NEW INITIATIVE

Incremental assistance to Southern Africa may be effectively pursued by adapting elements of the model of the Polish or Hungarian-American Enterprise Funds, which are managed by private financial groups, to help develop and finance medium size business ventures. US private sector groups are likely to welcome the opportunity to participate in such a venture.

ANNEX B

Evaluation Team's Scope of Work

Delivery Order No. 33
PDC-0085-I-00-9060-00
Page 2

ARTICLE I - TITLE

Project Evaluation (698-0438)

ARTICLE II -Background/Purpose

Background:

In the mid 1980's the Africa Bureau created certain mechanisms to give greater attention to promotion of the private sector in Africa. One of these was establishment of the Office of Private Enterprise Development (AFR/PRE), which later was renamed the Office of Market Development and Investment (AFR/MDI). It is headed by an Associate Assistant Administrator.

The purpose of AFR/MDI is to help the Bureau and Missions focus on private enterprise development. The Africa Private Enterprise Fund Project (698-0438) was approved at a level of \$6 million in 1984 to finance activities of the Office for five years. Demand for activities developed more rapidly than expected, and in 1988 an amendment to the project was approved increasing the life-of-project funding to \$27.5, including \$7.5 million in buy-in authority. The Project Assistance Completion Date (PACD) was extended to January 8, 1993. This amendment was preceded by an independent evaluation of the project which concluded that it was sound and well managed, was producing favorable results, and should be continued.

Demand for services from the project and resulting expenditure of funds have continued to expand more rapidly than anticipated, and if the project activities are to continue beyond this fiscal year more funds will be needed.

The Project Paper Amendment (page 33) provides for two project-wide evaluations. The first - which is this evaluation - "will concentrate on the project implementation to date, focussing on management of the project.....and on the services provided. It will also examine preliminary evidence of project impact." The final evaluation at end of the project "will focus more heavily upon the impact of the project."

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Purpose:

This is an independent project-wide evaluation.

The Project Paper Amendment states that the evaluation should "concentrate on project implementation to date, focusing on management of the project (role of MDI and other Bureau Offices, the Missions, and the Bureau Project Implementation Review Committee), and on the services provided. The evaluators will also review the level of demand shown for the various project components as well as types of consulting services which tend to evoke constructive USAID and host country responses and initiatives. While concentrating primarily on implementation and any necessary modifications, this evaluation will also examine preliminary evidence of project impact." The evaluation must cover the points contained in this statement.

ARTICLE III - STATEMENT OF WORK

The evaluation should systematically address the six categories below. The first three are drawn from the statement in the previous paragraph and activities that were expected to be undertaken under the project as outlined in the Project Paper Amendment. The last three are drawn from the above statement.

With respect to each category, the evaluation will, as appropriate, describe what has taken place, timeliness, quantity and quality of inputs and outputs, and the final products and results attained. Findings and conclusions will be drawn, and recommendations made. In particular, the conclusions will highlight successful activities which may be replicated elsewhere, and on lessons learned from those activities in which results fall short of objectives.

The six categories are:

1. Assessments and strategies financed by the project. The two most important items under this category are:

- The activities called Manual for Action in the Private Sector (MAPS), a seven step exercise to determine the bottlenecks to private business growth in a country and what to do about them. MAPS exercises have been and are being conducted in approximately 12 African countries to date.

- Assistance to Missions in preparing private sector strategies. These often grow out of MAPS exercises, but have also been financed separately.

2. Technical advice, studies, and specific operational activities financed under the project. These include:

- Assistance to Missions in preparing PID's, Project Papers, and related documents.
- Establishment of trade processing zones, especially in Togo and Cameroon in collaboration with OPIC.
- Promotion of trade and investment missions to African countries. MDI has conducted one of these on its own, and other in collaboration with OPIC.
- Venture capital promotion, especially under the contract with Harvey, Inc.
- Agribusiness support activities, especially the stimulation of joint ventures between U.S. and African companies.
- Microenterprise, small business, and informal sector activities.
- Financial activities, including financial sector reform, credit, and debt swaps.
- Privatization activities.

Note: Category 2 covers items that are relatively narrow and specific in scope, whereas Category 1 items are more macro and global in scope.

3. Other support activities. Two important items under this category are:

- Workshops and conferences, such as the debt conversion workshop held in Abidjan, the privatization conference in Kampala, and the trade processing zone conference in Mauritius.
- Recruitment of private sector advisors for Africa Missions.

4. Management of the project. This major category includes such items as:

- Interrelationships between MDI, other elements of Africa Bureau, Missions, and other Bureaus, especially APRE.
- Work of the main private contractor under the project, Labat-Anderson, Inc., which has been given almost 200 task orders to date.
- Work of Community Economics Corp., a subcontractor to Labat-Anderson working on microenterprise and small business promotion.
- Work on Harvey, Inc., which has a contract funded by the project to promote venture capital undertakings in Africa.
- Relationships between the above contractors and MDI.
- MDI and Bureau responsiveness to the requirements stemming from the ECPR meeting on the Project Paper Amendment.
- Comparison of project planned inputs and outputs to actual inputs and outputs.
- General budget management, including planning, commitments, expenditures, close-outs, etc.
- Countries assisted under the project, and how they relate to the Bureau's priority countries.
- Status of MDI and contractors paperwork and files.
- MDI's record in attracting and leveraging other resources.

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5. Impact of activities financed by the project, such as:

- Improvements in business climate.
- Improvements in credit facilities available to business.
- Growth of existing businesses, and new businesses created.
- Employment generation.
- Other illustrative indicators are listed on pages 29-31 of the Project Paper Amendment, and will be consulted by the evaluation team and used as they feel desirable.

Note: As indicated earlier, this evaluation will focus relatively more on management of the project (Category 4) than on impact (Category 5).

6. Reactions to services provided under the project from Missions and others who have received such services. Have they been responsive, timely, useful, etc.

Methods and Procedures:

Three senior, experienced professionals will work full-time on this evaluation, supported as necessary by other staff of the company selected to undertake the evaluation. Two will be private sector specialists, and one a management specialist.

The work plan will generally follow the frame work discussed below.

At start of the evaluation, the company and team will meet with MDI and Bureau representatives in Washington, D.C. They will formulate a specific work plan, elaborating procedures for interviews, research, and report preparation. They will also develop interview instruments, including survey questionnaires to solicit data from participating countries. MDI officers and Mission representatives will assist in identifying individuals appropriate for interview. The work plan and schedule for conduct of the study will be reviewed and approved by MDI and the Bureau. The bulk of the work will be conducted in Washington, D.C.; also, there will be a field trip of up to three weeks by two of the evaluators.

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In Washington the following will be done:

1. Review MDI and other pertinent A.I.D. files, and contractor files.
2. Interview MDI and other pertinent A.I.D. staff.
3. Interview consultants, especially at Labat-Anderson, Community Economics Corp., and Harvey Inc.
4. Review a representative sample of studies, reports, and other documents.
5. Interview, through a brief standard questionnaire administered by cable and/or telephone, appropriate Mission staff in countries where MDI has been involved in significant assignments, other than countries selected for field study.
6. Interview representatives of other donor organizations involved with MDI in private sector promotion activities, and other organizations and individuals familiar with the project.

The evaluation will include travel to four African countries to be selected. The Evaluation Team will propose to AFR/MDI the four countries which best represent the activities addressed under the scope of work. Two team members will spend approximately four working days in each country. To the extent possible, with the assistance of MDI, the team will schedule its interviews for in-country field studies prior to departure. Team members are required to have U.S. Embassy/USAID Mission clearance prior to departure for each post; MDI will facilitate this process.

Upon arrival in each country, the evaluators will provide interested Mission officers with a briefing on the objectives and schedule of the evaluation. Mission personnel may provide additional guidance regarding selection of interview subjects and schedules. The team will offer the Mission a briefing on its work and findings in each country prior to departure.

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ARTICLE IV - REPORTS

Within two weeks following completion of field work, the company and team will brief MDI and the Bureau on findings, conclusions, and recommendations, and provide 12 copies of a draft evaluation report for review and comment. MDI and the Bureau will review the draft report and furnish comments to the company within two weeks following receipt of the report. Not less than two weeks following receipt of comments, the company will provide 12 copies of the final evaluation report, taking into account as appropriate the comments of the reviewers. One of these 12 copies shall be on 8 1/2 inch by 11 inch bond paper, unbound, and of letter quality, suitable for duplication.

The evaluation report will be in the following format:

- Executive Summary, of no more than three pages, noting (a) the purpose of the evaluation; (b) methodology used; (c) findings and conclusions; (d) recommendations concerning the project; and (e) lessons learned for related activities.
- Table of Contents;
- Body of the Report, of more than 30 pages, to include (a) identification of the project; (b) purpose of the evaluation and a summary of the evaluation study questions; (c) team composition and study methods; (d) findings of the study, with supporting analyses; (e) conclusions drawn from these findings; (f) recommendations based on the findings and conclusions; and (g) lessons learned for decision-makers planning similar projects. Detailed discussion of points and issues may be included in appendices.
- Appendices, to include the evaluation scope of work; a list of individuals and organizations contacted; a list of major reference materials consulted; and any more detailed or secondary material.

RTICLE V - TECHNICAL DIRECTIONS

Technical directions during the performance of this delivery order will be provided by John Saccheri, Project Manager, AFR/MDI, pursuant to Section F. 3 of the IQC contract.

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ANNEX C

**Evaluation Questionnaire to Missions
Dated July 5 1991**

OUTGOING
TELEGRAMUNCLASSIFIED
AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTERPAGE 01 STATE 219695 052005Z 5/23 064955 AID0723
ORIGIN AID-00

STATE 219695 052005Z 5023 064955 AID0723

ORIGIN OFFICE AFPE-05
INFO AFEA-04 AFSA-03 AFFW-03 AFCW-03 AFPO-04 AFPO-02 AFTR-05
RELO-01 ARAF-03 /033 A7 LS 05/21322

INFO LOG-00 AF-05 CIAE-00 DODE-00 EB-00 /002R

DRAFTED BY: AID/AFR/MDI:JSACCHERI:SCF:ACEFC
APPROVED BY: AID/AFR/MDI:WMEINSTEIN
AID/AFR/SA:LOGAN (INFO) AID/AFR/SA:JHICKS (INFO)
AID/AFR/CGWA:MGOLDEN (INFO) AID/AFR/EA:OLUNDBERG (INFO)
-----7A1C40 052005Z /30P 051958Z JUL 91
FM SECSTATE WASHDC
TO USAID MISSIONS IN AFRICA PRIORITY

UNCLAS STATE 219695

AIDAC

E.O. 12356: N/A
TAGS:
SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION
(PROJECT 698-0430)

1. A THREE PERSON TEAM OF CONSULTANTS FROM CHECCI AND COMPANY IS CONDUCTING THE SUBJECT EVALUATION. THE AFR BUREAU WILL USE THE FINDINGS OF THIS EVALUATION TO HELP ASSESS, FOR FORWARD PLANNING PURPOSES, THE UTILITY, EFFECTIVENESS AND IMPACT OF THE VARIOUS PROGRAMS AND PROJECT INTERVENTIONS THAT HAVE BEEN UNDERTAKEN TO PROMOTE PRIVATE SECTOR ACTIVITIES USING THE SERVICES PROVIDED BY THE AFR/MDI MARKET DEVELOPMENT AND INVESTMENT OFFICE.

MISSION INPUT TO THIS EVALUATION IS IMPORTANT.

2. THE EVALUATION SCOPE OF WORK INCLUDES AN EXAMINATION OF PROJECT IMPLEMENTATION TO DATE, WITH FOCUS ON PROJECT MANAGEMENT AND IMPACT TO DATE OF SERVICES PROVIDED. EVALUATORS WILL ALSO ASSESS BUREAU-WIDE LEVEL OF DEMAND FOR VARIOUS PROJECT COMPONENTS AND TYPES OF SERVICES WHICH RESULT IN U.S.A.I.D. AND HOST COUNTRY RESPONSES AND INITIATIVES. TWO TEAM MEMBERS, MARK WARD AND FRANK THOMAS, WILL VISIT 3 COUNTRIES JULY 1-22 (GHANA, KENYA, UGANDA, BOTSVANA, SWAZILAND AND REDSO'S; THESE MISSIONS HAVE ALREADY RECEIVED A CABLE REGARDING THE TEAM VISIT,

AND THEREFORE SHOULD IGNORE THIS CABLE). EVALUATION TEAM DRAFT REPORT WILL BE SUBMITTED TO A.I.D. AUGUST 30.

3. ALTHOUGH TIME DOES NOT ALLOW VISITS TO A BROADER SAMPLE OF COUNTRIES, IT IS IMPORTANT THAT ALL MISSION VIEWS BE ACCURATELY REFLECTED IN THE EVALUATION. FOR COUNTRIES NOT VISITED, THEREFORE, AFR WOULD APPRECIATE MISSION RESPONSE TO THE FOLLOWING QUESTIONS TO THE EXTENT THAT THEY ARE PERTINENT TO YOUR COUNTRIES.

4. A) WHAT IS THE GIST OF THE STRATEGY OF THE HOST COUNTRY TO PROMOTE THE PRIVATE SECTOR? ARE GOVERNMENT OFFICIALS PROVIDED TECHNICAL ASSISTANCE? WHAT ARE PRIVATE SECTOR DEVELOPMENT PROSPECTS?

- B) WHAT IS CURRENT STATUS OF THE MISSION'S PRIVATE SECTOR INITIATIVES? DURING THE PAST TWO YEARS, WHAT RESOURCES AND ORGANIZATIONS HAVE BEEN USED? NATURE OF

ACTIVITIES, SOURCES OF FINANCING, USE OF COLLABORATING AGENCIES? OUTCOME OF MAPS? HOW HAVE MDI AND THIS PROJECT ASSISTED/AFFECTED YOUR PRIVATE SECTOR PROGRAM?

C) HOW ARE REQUIREMENTS FOR PRIVATE SECTOR IDENTIFIED? DO YOU USE MDI? WHY? COULD YOU HAVE GOTTEN SIMILAR SERVICES FROM OTHER SOURCES?

- D) IS RESPONSE FROM AFR/MDI AND CONTRACTORS TIMELY AND EFFECTIVE?

- E) NATURE AND ASSESSMENT OF MOST IMPORTANT WORK PERFORMED: CONSULTANTS QUALIFICATIONS? USE OF OUTPUT (REPORT, ACTION PLAN, WORKSHOPS, POLICY RECOMMENDATIONS, ETC.)?

- F) NEXT STEPS: WILL MDI AND APEF BE USED AGAIN? HOW? WHAT OTHER RESOURCES WILL BE UTILIZED (E.G., MISSION-FINANCED PROJECTS AND CONTRACTS, REDSO, PRE RESOURCES?)

- G) OTHER OBSERVATIONS, QUESTIONS AND SUGGESTIONS WHICH ADDRESSEES CONSIDER PERTINENT TO THIS EVALUATION. DOES MISSION HAVE ANY SUGGESTIONS, CHANGES, IMPROVEMENTS, ETC. RE THIS PROJECT?

5. PLEASE SLUG RESPONSES FOR JOHN SACCHERI, AFR/MDI, TRANSMITTED BY FRIDAY, JULY 19. BAKER

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ANNEX D

Questionnaire Replies

- | | | | |
|----|--------------------------|----|-------------------------|
| 1. | Bujumbura, Burundi | 5. | Maputo, Mozambique |
| 2. | Banjul, Gambia | 6. | Windhoek, Namibia |
| 3. | Bissau, Guinea Bissau | 7. | Niamey, Niger |
| 4. | Antananarivo, Madagascar | 8. | Dar Es Salaam, Tanzania |
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ANNEX D.1.

PAGE 01 OF 02 BUJUMB 02705 00 OF 02 101410Z 1770 072142 AID0820
ACTION AID-00

ACTION OFFICE AFPE-01
INFO AFPA-04 AFPO-04 APTR-06 EAST-01 PPPH-02 PPEA-01 APGP-02
APFP-02 EE-01 STPO-01 STOP-01 SEOB-02 APIS-01 APEN-01
SERP-01 SECS-02 AHAD-01 COM-02 ARAF-03
/BC2 AB 10/17132

INFO LOG-00 AF-00 CIAE-00 CODE-00 ED-00 /003V
-----7F0300 101443Z /40 30

R 101410Z JUL 81
FM AMEMBASSY BUJUMBURA
TO SECRETARY WASHDC 0011

UNCLAS BUJUMBURA 02705

AIDAC

FOR JOHN SACCHERI, AFR/MDI

E.O. 12356: 4/A
SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION

REF: (A) STATE 224740, (B) MILLER-WEINSTEIN LETTER
- 0/10/80, (C) PIO/T NO.000-0430, 00-0-00000.

1. FOLLOWING ARE USAID/BUJUMBURA RESPONSES KEYED TO
QUESTIONS ASSED IN REFTEL (A).

A. DEVELOPMENT OF THE PRIVATE SECTOR IS A DISTINCT
PRIORITY OF THE ORB AND IS LARGELY REALIZED THROUGH
THE ORB/IBRD STRUCTURAL ADJUSTMENT PROGRAM (SAP),
STRONGLY SUPPORTED THROUGH THE EFFORTS OF
USAID/BURUNDI. THE SAP HAS DONE MUCH TO LIBERATE THE
ENERGIES OF THE MARKET THROUGH DEREGULATION OF
INTEREST RATES, ELIMINATION OR REDUCTION OF IMPORT

DUTIES, MARKED EASING OF THE PROCEDURES FOR BUSINESS
MATRICULATION, AND OTHER CLASSIC MEASURES COMMON TO
WORLD BANK-PROMOTED STRUCTURAL ADJUSTMENT PROGRAMS.
THE ORB, WITH DONOR HELP, HAS GREATLY STRENGTHENED
THE CHAMBER OF COMMERCE, AND THROUGH SEMINARS AND
FREQUENT OFFICIAL STATEMENTS HAS URGED A NEW
FLOURISHING OF PRIVATE INITIATIVE. ORB OFFICIALS
HAVE BEEN PROVIDED TRAINING THROUGH USAID'S HUMAN
RESOURCE DEVELOPMENT PROGRAM (HURD), AND THROUGH
DIRECT CONTACT WITH HIGH-LEVEL CONSULTANTS. THE
PRIVATE SECTOR MENTALITY HAS TAKEN A GRIP ON BURUNDI,
BUT DEVELOPMENT OF A STRONG PRIVATE SECTOR IN THIS
COUNTRY IS LIMITED BY THE FRAILNESS OF THE INTERNAL
MARKET.

2. USAID IS THE RECOGNIZED LEADER AMONG DONORS IN
PRIVATE SECTOR DEVELOPMENT IN BURUNDI. DR. DONALD
HART, USAID/BURUNDI'S PRIVATE SECTOR ADVISOR UNDER A
BUY-IN TO THE APEF PROJECT (THROUGH LABAT-ANDERSON
INC.), HAS BEEN INSTRUMENTAL IN THE DEVELOPMENT OF
POLICY AND STRATEGY FOR THE MISSION'S INTERVENTIONS.
THE MISSION HAS A FOCUSED AND EVOLVING POLICY REFORM
PROGRAM WHICH COMPLEMENTS AND SUPPORTS THE SAP.
USAID/BURUNDI, SUPPORTED BY BOTH WORLD BANK AND
A.I.D. STUDIES, RECOGNIZES THE LIMITATIONS OF POLICY
REFORM TO GENERATE SUBSTANTIVE ENTERPRISE GROWTH;
CONSEQUENTLY, "THE MISSION GIVES DIRECT SUPPORT TO
BUSINESSES THROUGH HURD AND THE EXPORT DEVELOPMENT
CONSULTANCIES.

THE EXPORT DEVELOPMENT CONSULTANCIES HAVE BEEN

FINANCED THROUGH THE MISSION'S BUY-IN TO APEF AND ALL

BUJUMB 02705 00 OF 02 101410Z 1770 072142 AID0820
RECRUITMENT HAS BEEN EFFECTED BY LABAT-ANDERSON INC.
(LAI). LABAT HAS PROVIDED FIRST-RATE CONSULTANTS TO
THIS EFFORT AND HAS RECENTLY TURNED TO IESC FOR
ASSISTANCE IN THE THIRD PHASE, WHICH WILL BRING
INTENSIVE, IN-HOUSE T/A TO SEVERAL LOCAL GARMENT
MANUFACTURERS.

USAID/BURUNDI DID NOT ELECT TO DO A MAPS: THE MISSION
FELT THAT ITS CUMULATIVE RESEARCH, WHICH INCLUDES
THREE BASELINE STUDIES PERFORMED BY PDCS, FULFILLED
THE PURPOSES OF THIS EXERCISE.

MDI'S SEMINAR ON FREE TRADE ZONES, HELD IN MAURITIUS
IN OCTOBER, 1980, WAS HELPFUL TO USAID/BURUNDI IN
EXPLORING A QUESTION OF GREAT CONCERN TO THE ORB.

C. AND D. USAID/BURUNDI HAS COMPLETED A SERIES OF
STUDIES, BEGUN IN LATE 1980, COVERING A BROAD RANGE
OF PRIVATE SECTOR ISSUES. THROUGH THESE STUDIES, AND
THROUGH CONSTANT DIALOGUE WITH HIGH-LEVEL CIVIL
SERVANTS IN RELEVANT MINISTRIES AND WITH BUSINESS
LEADERS, THE MISSION IS COGNIZANT OF DEVELOPMENTS
CONCERNING THE PRIVATE SECTOR AND CONTINUOUSLY
ANALYZES ITS NEEDS. USAID/BURUNDI'S PRIVATE
ENTERPRISE OFFICE HAS CREATED A DATABASE OF ALL
LITERATURE AVAILABLE IN BURUNDI RELEVANT TO COMMERCE
AND PRIVATE INITIATIVE.

USAID/BURUNDI HAS USED MDI ON SEVERAL OCCASIONS FOR

ASSISTANCE. WHEN REQUESTS HAVE BEEN CHANNLED
THROUGH LAI FOR RECRUITMENT, RESPONSE HAS BEEN
EXCELLENT. THIS IS THE CASE, E.G., WITH THE EXPORT
DEVELOPMENT CONSULTANCIES AND WITH A PRIVATIZATION
CONSULTANT DUE IN BURUNDI LATE THIS MONTH. MDI ALSO
WAS VERY HELPFUL IN ARRANGING PLACES FOR THE FREE
ZONE CONFERENCE REFERRED TO ABOVE.

IN OTHER INSTANCES, MDI HAS BEEN SLOW OR NEGLIGENT IN
RESPONDING TO REQUESTS FOR INFORMATION OR ADVICE. IN
RESPONSE TO STATE 214784 CONCERNING A US BUSINESSMAN
INTERESTED IN CROCODILE FARMING IN MALANGI OR SURUNDI,
THE MISSION SPENT CONSIDERABLE TIME WITH THE CHAMBER
OF COMMERCE SOLICITING INTEREST. THIS INTEREST WAS
RELAYED IN BUJUMBURA 02624 AND 02222 OF 7 JULY 1980.
MDI NEVER RESPONDED AND THE RESULT WAS EMBARRASSMENT
FOR THE MISSION. HART'S LETTERS TO SWANBERG
0/10/80 AND O'REGAN 0/10/80 STILL AWAIT
RESPONSE. FOR THIS REASON, USAID/BURUNDI FEELS THAT
IT CAN RELY UPON MDI FOR MAJOR INITIATIVES,
PARTICULARLY WHEN LAI IS CALLED UPON FOR RECRUITMENT,
BUT NOT FOR INFORMATION OR ADVICE.

E. APEF IS BEING CURRENTLY USED TO PROVIDE THE
MISSION'S PRIVATE SECTOR ADVISOR (HART) AND THE
EXPORT DEVELOPMENT CONSULTANCIES MENTIONED IN PARA.

B. BOTH ARE JUDGED TO BE HIGHLY SUCCESSFUL,
REFLECTING CAREFUL RECRUITMENT OF QUALIFIED
INDIVIDUALS.

F. FUTURE UTILIZATION OF APEF INCLUDES PROVISION OF
CONSULTANTS TO THE EXPORT DEVELOPMENT CONSULTANCIES
FOR T/A TO GARMENT MANUFACTURERS AND A CONSULTANT TO
USAID/BURUNDI TO EXPLORE POSSIBILITIES FOR BRINGING
T/A TO THE BURUNDIAN PRIVATIZATION PROGRAM. MDI HAS
ALSO BEEN REQUESTED TO RENEW THE SERVICES OF PSA HART
FOR ONE YEAR.

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PAGE 02 OF 02 BUJUNG 02700 00 OF 02 101410Z 1770 072140 AID0020

2. MISSION IS PLEASED TO PROVIDE THE FOREGOING
INFORMATION FOR PURPOSE OF THE APEP EVALUATION. WE
WOULD LIKE TO POINT OUT THAT A GOOD DEAL MORE
REGARDING OUR PRIVATE SECTOR PROGRAM SHOULD ALREADY
EXIST IN AID/W FILES, AS WE HAVE PASSED SUCH

INFORMATION ON IN VARIOUS FORMS (TWO SPECIFIC
REFERENCES ARE REFTELS B AND C) SINCE OUR INVOLVEMENT
WITH APEP BEGAN IN 1980. PERRY

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PAGE 02 OF 02 BANJUL 02221 00 OF 03 241802Z 0033 074200 A103193

BANJUL 02221 00 OF 03 241802Z 0033 074200 A103193

AFR/MOI STAFF WERE ALSO INSTRUMENTAL OVER THE PAST 13 MONTHS IN BRINGING TO FRUITION A JOINT VENTURE FISHING ENTERPRISE BETWEEN AN AMERICAN FISHING COMPANY AND A GAMBIA-BASED PRIVATE FISH PROCESSING FACTORY. FOR MOST OF THESE ACTIVITIES FINANCING HAS BEEN ARRANGED JOINTLY BETWEEN THE MISSION AND AFR/MOI AND HAS USUALLY INVOLVED SOME MEASURE OF COST SHARING. MISSION FUNDING HAS USUALLY BEEN FROM THE PROGRAM DEVELOPMENT AND SUPPORT (PD & S) ACCOUNT. CAR/BANJUL HAS NOT PARTICIPATED IN A FORMAL MAPS EXERCISE. AFR/MOI BOTH DIRECTLY AND THROUGH THE APEF HAVE GREATLY ASSISTED CAR/BANJUL IN THE AREAS OF STRATEGY FORMULATION, IDENTIFICATION OF INVESTMENT OPPORTUNITIES, CONSTRAINTS ANALYSIS, AND INVESTMENT PROMOTION. AFR/MOI HAS ALSO BEEN HELPFUL IN FORWARDING PERTINENT NEWSLETTERS, REPORTS, AND OTHER PUBLICATIONS, THE IMPORTANCE OF WHICH IS HIGHLIGHTED IN COUNTRIES SUCH AS THE GAMBIA WHERE RESEARCH AND REFERENCE MATERIALS ARE IN OTHERWISE SCANTY SUPPLY.

MINISTRIES/AGENCIES, OTHER DONORS, AND PRIVATE SECTOR REPRESENTATIVES AND HAVE BEEN USEFUL IN STIMULATING DEBATE ON A NUMBER OF IMPORTANT POLICY ISSUES. AFR/MOI STAFF'S KNOWLEDGE ABOUT WHAT HAS WORKED OR HASN'T WORKED IN OTHER COUNTRIES THROUGHOUT AFRICA HAS ALSO BEEN QUITE USEFUL IN ASSISTING THE MISSION TO FORMULATE A PRIVATE SECTOR STRATEGY.

4. WITH THE PROPOSED FAPE PROGRAM IN THE OFFING, THE MISSION WILL CONTINUE TO REQUIRE SIGNIFICANT OUTSIDE ASSISTANCE FOR IMPLEMENTATION OF ITS PRIVATE SECTOR DEVELOPMENT PORTFOLIO. THE MISSION INTENDS TO DRAW UPON A NUMBER OF CENTRALLY AND/OR REGIONALLY MANAGED GOVS AND PROJECTS TO UNDERTAKE CERTAIN KEY ELEMENTS OF THE PROPOSED FAPE PROGRAM INCLUDING PRIVATIZATION AND INVESTMENT PROMOTION. OTHER ELEMENTS, NAMELY PLACEMENT OF A RESIDENT PRIVATE SECTOR ADVISOR WITHIN THE NATIONAL INVESTMENT BOARD AND PROVISION OF DIRECT FIRM AND INDUSTRY LEVEL ASSISTANCE, MAY BE PROCURED DIRECTLY OR

5. PRIVATE SECTOR REQUIREMENTS ARE IDENTIFIED BY MISSION STAFF IN CONSULTATION WITH A RANGE OF LOCAL PRIVATE SECTOR CONTACTS, OTHER DONORS, OUTSIDE CONSULTANTS, FOREIGN INVESTORS, AND AID/M STAFF. AFR/MOI HAS BEEN THE MISSION'S PRINCIPAL AID/M CONTACT FOR PRIVATE SECTOR

THROUGH AN APPROPRIATE PROJECT. FOR MUCH OF THIS, THE MISSION WILL CONTINUE TO REQUIRE THE SERVICES OF AFR/MOI STAFF TO ASSIST WITH STRATEGY FORMULATION, INVESTMENT PROMOTION, IDENTIFICATION OF APPROPRIATE CONTRACTORS, AND OTHER IMPORTANT LIAISON FUNCTIONS. UNDER FAPE, THE MISSION WOULD CONSIDER POSSIBLE PARTICIPATION IN AFR/MOI'S VENTURE CAPITAL PROJECT AND MIGHT ALSO CONSIDER PROCURING SPECIALIZED SERVICES UNDER THE UPDATED MAPS PROJECT.

PROGRAMS AND HAS BEEN FREQUENTLY CONSULTED ON A RANGE OF ISSUES AFFECTING INVESTMENT PROMOTION AND ENTERPRISE DEVELOPMENT. THE MISSION VIEWS AFR/MOI AS AN ESSENTIAL AND SINGULAR ELEMENT OF THE OVERALL FRAMEWORK THROUGH WHICH ITS PRIVATE SECTOR PROGRAMS ARE DEVELOPED AND IMPLEMENTED. AFR/MOI HAS SUCCEEDED IN PROVIDING A VITAL LINK FROM WITHIN THE AGENCY OUTWARD TO THE PRIVATE SECTOR. AFR/MOI STAFF ARE UNIQUE IN THAT THEY COMBINE REAL, PRACTICAL KNOWLEDGE OF HOW THE PRIVATE SECTOR THINKS AND WORKS WITH AN INSIDER'S UNDERSTANDING OF BOTH AID AND AFRICA.

3. GIVEN THE PLETHORA OF HIGHER PROFILE OPPORTUNITIES FOR PRIVATE SECTOR DEVELOPMENT IN OTHER REGIONS OF THE WORLD (I.E. ASIA AND EASTERN EUROPE), THE EXISTENCE OF AFR/MOI ENSURES THAT ENTERPRISE OPPORTUNITIES IN AFRICA WILL NOT SUFFER FROM COMPETITIVE NEGLIGENCE. PRIVATE SECTOR DEVELOPMENT IN AFRICA MUST ADDRESS A SET OF POLITICAL, SOCIAL, AND ECONOMIC CONDITIONS WHICH DIFFER DRAMATICALLY FROM THOSE PREVAILING ELSEWHERE. IN THIS CONTEXT, THE EXISTENCE OF AFR/MOI AS A SEPARATE ENTITY DEVOTED EXCLUSIVELY TO PRIVATE SECTOR DEVELOPMENT IN AFRICA IS EXTREMELY IMPORTANT AND USEFUL. SIMILARLY, THE APEF ENSURES FIELD MISSIONS ACCESS TO CONSULTANTS AND OTHER RESOURCES WITH SPECIALIZED EXPERIENCE IN AND KNOWLEDGE OF SUB SAHARAN AFRICA. REMINDER

2. THE TIMELESS AND THE EFFECTIVENESS OF WORK PERFORMED BY AFR/MOI AND CONTRACTORS HAS VARIED DEPENDING ON THE ASSIGNMENT. AFR/MOI STAFF HAVE BEEN NOTABLY EFFECTIVE, WHILE THE EFFECTIVENESS AND TIMELESS OF SERVICES OF CONTRACTORS UNDER APEF HAS BEEN MIXED. AFR/MOI HAS ON SEVERAL OCCASIONS ASSISTED THE MISSION TO EXPEDITE PROVISION OF SERVICES FOR URGENTLY NEEDED INTERVENTIONS. MISSION CIRCUMSTANCES THAT DELAYS ENCOUNTERED IN PROVISION OF SERVICES HAS AT TIMES BEEN OUTSIDE OF AFR/MOI'S CONTROL DUE TO TIMECONSUMING PROCEDURAL CONTRACTING REQUIREMENTS. IT SHOULD BE NOTED THAT PRIVATE SECTOR ACTIVITIES FREQUENTLY DO NOT LEND THEMSELVES TO THE TYPE OF MEDIUM TERM PLANNING OFTEN NECESSARY FOR EXECUTING BUY-ING OR DIRECT CONTRACTS. DEVELOPMENTS IN THE PRIVATE SECTOR OFTEN OCCUR UNEXPECTEDLY AND RAPIDLY AND AFR/MOI AND APEF HAVE BEEN EFFECTIVE ON OCCASION AS A FLEXIBLE, FAST-RESPONSE VEHICLE FOR PROVISION OF IMPORTANT SERVICES.

2. AFR/MOI ASSISTANCE HAS BEEN PARTICULARLY USEFUL IN

ASSISTING WITH INVESTMENT PROMOTION ACTIVITIES. THE MISSION HAS BENEFITED ON SEVERAL OCCASIONS FROM MOI'S EFFORTS TO ENCOURAGE "INDUSTRY LEADERS" TO EXAMINE POTENTIAL INVESTMENT OPPORTUNITIES IN THE GAMBIA. IN ONE INSTANCE THIS LED DIRECTLY TO A SUBSTANTIAL U.S. PRIVATE INVESTMENT IN A JOINT VENTURE FISHING PROJECT MENTIONED ABOVE. AFR/MOI HAS ASSISTED IN PROMOTING OTHER POTENTIAL INVESTMENTS IN AGRICULTURE, AQUACULTURE, SESAME SEED MARKETING, AND GROUNDNUT PROCESSING AND MARKETING ON WHICH THE MISSION REMAINS HOPEFUL OF SUCCESS. REPORTS PRODUCED BY AFR/MOI AND APEF CONSULTANTS ARE WIDELY CIRCULATED AMONG GOVS

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ANNEX D.3.

PAGE 01 0-88AU 01400 00 OF 02 111541Z 0271 007700 AID0131
ACTION AID-00

AC ON OFFICE AFR-01
INFO AFPO-02 AFPO-04 AFTR-01 SAST-01 CC-01 GCAF-02 PVA-01
APSP-02 APFP-02 PVC-02 ES-01 STPO-01 STFM-02 STEN-01
APID-01 APFP-01 AMAD-01 COM-02 AAP-03
/011 00 11/1934Z

INFO JC3-00 AF-00 CIAE-00 DODE-00 EO-00 /003W
*****03100 11:740Z /44 30

R 111404Z JUL 81
FM AMEMBASSY BISSAU
TO SECSTATE WASHDC 1212

UNCLAS 0-88AU 01400

AIDAC

A D/V FOR APR/MOI, J. SACCHER, INFO APR/SWA, Y. JOHN

E.O. 12356: N/A
SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION ON

REF: STATE 219005

1. 1. USAID IS PLEASED TO PROVIDE THE FOLLOWING
ANSWERS IN THE ORDER ASKED UNDER PARAGRAPH 4 OF THE
REFTEL:

(A) THE GOB IS REPLACING THE COMMAND-ECONOMY
APPROACH TO ECONOMIC DEVELOPMENT BY ONE THAT IS
MARKET-ORIENTED AND PRIVATE SECTOR-LED. GOVERNMENT
HAS MADE GOOD PROGRESS ON THE ECONOMIC
LIBERALIZATION COMPONENT OF A WORLD BANK-SUPPORTED
STRUCTURAL ADJUSTMENT PROGRAM. GOVERNMENT HAS
FINANCIAL CAPABILITY TO PROVIDE TA IN ANY SECTOR.

USAID BELIEVES THAT THE PROSPECTS FOR THE PRIVATE
SECTOR WILL BE VERY GOOD IF THE LEGAL AND REGULATORY
ENVIRONMENT IS MADE CONSISTENT WITH GOVERNMENT'S
ACTUAL ATTITUDES TOWARD THE SECTOR. THE
INSTITUTIONS AND LAWS SUPPORTIVE OF THE COMMAND
ECONOMY MUST BE REPLACED BY THOSE FOR A COMPETITIVE
MARKET ECONOMIC SYSTEM.
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(B) USAID HAS THREE INITIATIVES: (1) A PROGRAM TO
BEGIN VERY SHORTLY TO STRENGTHEN THE PRIVATE SECTOR
CHAMBER OF COMMERCE. THIS WILL ALLOW THE CHAMBER TO
REPRESENT THE INTERESTS OF THE SECTOR IN POLICY
DIALOGUE WITH GOVERNMENT, AS WELL AS TO PROVIDE ITS
MEMBERS WITH TRAINING AND SERVICES. (2) A NEW LEGAL
SYSTEM REFORM PROJECT WILL COOPERATE WITH THE
CHAMBER, A NEW INDEPENDENT BAR ASSOCIATION, AND THE
GOB IN POLICY AND LEGAL REFORMS. (3) AFRICARE IS
TESTING DIFFERENT APPROACHES TO DIRECTLY ASSISTING
RURAL ENTREPRENEURS.

THE FIRST TWO INITIATIVES WERE DESIGNED THIS PAST
YEAR WITH ASSISTANCE FROM DIFFERENT SOURCES,
INCLUDING LAI UNDER MOI. A RECENTLY EXECUTED OVD
TRANSFER WILL ALLOW LAI TO IMPLEMENT THE CHAMBER OF
COMMERCE ACTIVITY. PD AND S FUNDS WERE USED FOR
DESIGN PURPOSES. LAI'S CONTRIBUTION WAS IN
IDENTIFYING EXCELLENT CONSULTANTS. WE ANTICIPATE
LAI WILL ALSO DO AN OUTSTANDING JOB IN IMPLEMENTING
THE CHAMBER OF COMMERCE VIV.

(C) A CONSULTANT PROVIDED THROUGH LAI HELPED US
IDENTIFY PRIVATE SECTOR NEEDS. IT IS HARD TO KNOW

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IF SIMILAR SERVICES COULD HAVE BEEN OBTAINED
ELSEWHERE BUT THERE IS NO REASON TO BELIEVE THEY
COULD NOT HAVE BEEN PROVIDED BY PDOS. USAID WOULD
PROBABLY HAVE DIRECTLY CONTACTED THE U.S. CHAMBER OF
COMMERCE FOR PORTUGUESE-SPEAKING CANDIDATES FOR THE
ASSIGNMENT AND ENDED-UP WITH THE SAME EXPERTS.

(D) VERY TIMELY AND VERY EFFECTIVE.

(E) THEY WERE GOOD PEOPLE WHO PRODUCED EXCELLENT
PLANS THAT WERE READILY CONVERTED INTO SCOPES OF
WORK. PRIOR TO THE ARRIVAL OF THE CURRENT LSCM
STAFF, USAID DREW ON MOI TO PREPARE AN AP-TYPE
DOCUMENT FOR THE PRIVATE SECTOR. THE PRODUCT WAS OF
MINIMAL USE, BUT THE REASON FOR THIS LAY IN THE
TIMING OF THIS ASSIGNMENT AND ITS SCOPE OF WORK.
THE LAI DID A GOOD JOB WITH WHAT WAS AVAILABLE.

(F) AS NOTED, LAI WILL BEGIN IMPLEMENTING THE
CHAMBER OF COMMERCE ACTIVITY. WE HAVE NO IMMEDIATE
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PLANS FOR ADDITIONAL USES OF MOI AT THIS TIME.
HOWEVER, GIVEN THEIR EXCELLENT PERFORMANCE TO DATE,
WE WOULD NOT HESITATE TO TURN TO THEM FOR
APPROPRIATE ASSISTANCE.

(G) MISSION HAS NO ADDITIONAL COMMENTS. WE ARE,

HOWEVER, PLEASED WITH THE RESPONSIVENESS OF BOTH MOI
AND LAI STAFF.

JACOBSEN

*Recd
7/17/91*

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ANNEX D.4.

PAGE 01 OF 02 ANTANA 03350 NR OF 02 010732Z 0102 070500 AID0436
ACTION AID-00

ACTION OFFICE APEP-01

INFO AFPA-04 AFDP-00 AFDP-04 AFDO-02 AFTR-05 PPHF-01 OL-01
SAST-01 PPPB-02 GC-01 GCLF-02 PPEA-01 FVPP-01 APSP-02
APFP-02 EE-01 STPO-01 STFA-01 STAB-02 STFN-02 APSM-01
STEN-01 STOP-02 SECS-02 APIS-01 1011-02 APEM-01 PFP-00
SERP-01 SECS-02 AHAD-01 ARAF-03 /072 AB 01/1010Z

INFO LOS-00 AF-00 CIAE-00 DODE-00 ES-00 /003W
-----043071 010300Z /21 30

R 010747Z AUG 91
FM AMEMBASSY ANTANANARIVO
TO SECSTATE WASHDC 0013

UNCLAS ANTANANARIVO 03350

A CAC

FOR APR/MCI - JOHN SACCHERI

E O. 123561N/A
SUBJ. AFRICA PRIVATE ENTERPRISE FUND EVALUATION
(PROJECT 600-0430)

REF. STATE 224740

1. THE FOLLOWING ANSWERS QUESTIONS RAISED IN REPTEL.

2. PARA 24 OF REPTEL: HOST COUNTRY STRATEGY TO PROMOTE
THE PRIVATE SECTOR. FOLLOWING A 1987 AGREEMENT UNDER
THE IMF'S STRUCTURAL ADJUSTMENT FACILITY, THE GOV
ENACTED A MAJOR DEVALUATION OF THE MALAGASY FRANG,
LIBERALIZED THE IMPORT SYSTEM, INCREASED PRODUCER
PRICES FOR MAJOR CROPS, AND UNDERTOOK TO LIQUIDATE

REMAINING PRICE CONTROLS. THE REFORM PROGRAM OF THE
FOLLOWING YEAR WAS DESIGNED TO "LAY THE BASIS FOR A
COMPREHENSIVE MEDIUM-TERM DEVELOPMENT STRATEGY" WHICH
INCLUDES THE FOLLOWING MEASURES:

A. AN OPENING OF IMPORTS THROUGH A SIMPLIFIED TARIFF
STRUCTURE WHICH REPLACED MANY QUANTITATIVE RESTRICTIONS
AND INTRODUCED AN OPEN GENERAL LICENSING SYSTEM (GGL)
TO ALLOW IMPORTERS TO ACQUIRE THEIR FOREIGN EXCHANGE
AUTOMATICALLY AT THE PREVAILING EXCHANGE RATE.

B. AUTHORIZATION FOR A FOREIGN BANK TO ESTABLISH
BRANCH IN MADAGASCAR AND THE ADOPTION OF A BANKING LAW
AUTHORIZING PRIVATE MALAGASY AND FOREIGN INVESTORS TO
HOLD SHARES IN THE CAPITAL OF FINANCIAL INSTITUTIONS.

C. INCREASED TRANSPARENCY THROUGH A WIDER
DISSEMINATION OF INFORMATION AND MORE OPEN DIALOGUE
BETWEEN THE GOVERNMENT AND ECONOMIC AGENTS.

D. ENACTMENT OF A NEW INVESTMENT CODE AND LAW
REGARDING A FREE INDUSTRIAL ZONE.

E. PURSUANCE OF A FLEXIBLE EXCHANGE RATE POLICY,
PROVIDING FOR GRADUAL DEVALUATION AS NECESSARY TO
MAINTAIN COMPETITIVENESS.

F. STRENGTHENING OF CUSTOMS ADMINISTRATION, INCLUDING
PROCEDURES TO COMBAT UNFAIR TRADE PRACTICES AND
INCREASE THE COLLECTION OF REVENUE.

DATE	8/5	DUE	8/6
ACTION TO:	Saccheri		
DOC ID:			
ACTION TAKEN			
NAN	✓	INITIALS	TAC

ANTANA 03350 NR OF 02 010732Z 0102 070500 AID0436
G. REDUCTION OF GOVERNMENT INDEBTEDNESS TO THE BANKING
SYSTEM, FREEING RESOURCES FOR THE PRIVATE SECTOR.

H. FURTHER ELIMINATION OF PRICE CONTROLS AND LIMITS ON
PROFIT MARGINS IN WHOLESALE AND RETAIL SECTORS.

I. ELIMINATION OF EXPORT CROP STABILIZATION FUND.

J. ABOLITION OF OFFICIAL AGRICULTURAL PRODUCER PRICES.

K. FINANCIAL SECTOR REFORM INVOLVING THE REDUCTION OF
DIRECT CREDIT CONTROLS IN FAVOR OF INDIRECT INSTRUMENTS
OF MONETARY CONTROL, INCLUDING MODIFICATION OF MINIMUM
RESERVE POLICIES, REMOVAL OF CEILINGS ON CREDIT FOR
INDIVIDUAL BANKS, PHASING OUT OF THE SYSTEM OF PRIOR
CREDIT AUTHORIZATION, AND DEVELOPMENT OF A SYSTEM OF
FLEXIBLE INTEREST RATES.

3. PARA 40 OF REPTEL: FOLLOWING ARE MISSION PRIVATE
SECTOR INITIATIVES:

A. 887 - PROA

- SINCE FY 88 PROA HAS BEEN FUNDING SHORT-TERM IN-
COUNTRY, THIRD COUNTRY, AND US TRAINING PROGRAMS,
WORKSHOPS AND SEMINARS
- DIALOGUE BETWEEN PUBLIC AND PRIVATE SECTORS; AND
- RELATED STUDIES ON WAYS TO STRENGTHEN PRIVATE SECTOR

B. 887-0510 - PROGRAM DEVELOPMENT AND SUPPORT FUNDS -
IN CONJUNCTION WITH COUNTRY PROGRAM STRATEGIC PLAN
(CPSP)

- FY 89 FUNDS - MAPS STUDY (USD 152,000) IN CONJUNCTION
WITH APR/MCI AND AID/PRE; BEGAN NOV 88 - MAY 91 STATUS;
DRAFT IMPACT REPORT SUBMITTED IN MAY 91 RECEIVED ON
7/23 FOR COMMENTS.

- FY 91 FUNDS - PRIVATE SECTOR HOLDING FINANCE STUDY
WITH RHUO AND DELOITTE, HASKINS AND SELL'S (USD
18,000); STATUS: FINALIZED 9/91

- FY 91 FUNDS - FOUR PRIVATE SECTOR CASE STUDIES ON
INDIGENEOUS SMALL AND MEDIUM ENTERPRISES CONTRASTED

WITH LOCAL INSTITUTION (IMPACT) (USD 20,000); STATUS:
STUDIES ARE ON-GOING.

C. 887-0102 - MADAGASCAR AGRICULTURE, EXPORT
LIBERALIZATION SUPPORT PROJECT (MALSPP) (USD 6
MILLION) PROVIDED

- IN-COUNTRY AND US TRAINING FOR PRIVATE SECTOR
- INSTITUTIONAL SUPPORT TO PRIVATE SECTOR
- TECHNICAL STUDIES

MALSPP CURRENTLY USES THE MALSPP PROJECT AS A MEANS TO
ADDRESS EXPORT COMMODITY RESTRICTIONS AND SUPPORT LOCAL
EXPORTERS. MISSION HAS RECENTLY AMENDED MALSPP TO
EMPHASIZE AGRIBUSINESS EXPORT PROMOTION WHICH INCLUDES
STUDIES TO IDENTIFY POLICY LOGJAMS AND FUND PILOT
PROJECTS IN SELECTED COMMODITIES. THE MISSION WILL
BUILD ON THESE EFFORTS, TO DESIGN A PRIVATE SECTOR NPA
PAIP AND PAAD IN 1993 AS WELL AS THE CPSP AND MAPS

EXERCISES.

4. PAST/PRESENT USE OF APR/MCI: DURING PAST YEAR,
USAID/MADAGASCAR USED THE SERVICES OF APR/MCI IN THE
FOLLOWING INSTANCES:

- MAPS EXERCISE (OCT 88 - MAY 91); APR/MCI ASSISTED

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PAGE 02 OF 02 ANTANA 03350 08 OF 02 010712Z 0102 070000 AIC0400

USAID/MADAGASCAR IN DEVELOPING ITS MAPS STUDY THRU BUY-
IN MECHANISM.

- NOV 80 - MAY 81; AFR/MDI FUNDED A LOCALLY RECRUITED
USPSC TO MANAGE THE MAPS PROCESS UNDER A CONTRACT WITH
LABA-ANDERSON
- PER RECENT COMMUNICATION, AFR/MDI IS PLANNING TO
FUND A VISIT OF SHORT-TERM CONSULTANT TO DEVELOP DATA
AND PREPARE BUSINESS CLIMATE STUDIES FOR PROPOSED
SEPTEMBER OPIC VISIT.

9. THE FOLLOWING RESPONSES TO QUESTIONS RAISED IN
REFTE., PARAS 40 THRU 46.

- 40 - ~~AFR/MDI HAS BEEN ADVISED THAT THE~~
- 42 - "MOST IMPORTANT" WORK PERFORMED: MAPS
- 43 - FUTURE ASSISTANCE: IT SHOULD BE NOTED THAT

USAID/MADAGASCAR IS IN THE MIST OF PREPARING ITS
COUNTRY PROGRAM STRATEGIC PLAN. AT THIS JUNCTURE, WE
CANNOT PROVIDE A DEFINITIVE RESPONSE ON HOW MISSION
PLANS TO USE AFR/MDI IN THE FUTURE. THE CPSP SHOULD BE
FINALIZED SOMETIME IN LATE FY 82.

- 46 - OBSERVATIONS: MISSION STRONGLY URGES AFR/MDI
TO COORDINATE MORE CLOSELY ITS PLANNED COUNTRY
ACTIVITIES AND ACTION MESSAGES THROUGH AND WITH THE

APPROPRIATE COUNTRY DESK AND (B) REDUCE RELIANCE ON FAX
TRANSMISSION AS PRIMARY COMMUNICATION CHANNEL IN LIEU
OF FORMAL CABLE CHANNELS OF COMMUNICATION WITH FIELD
OFFICES. WALKER

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ANNEX D.5

REC. 7/17/91

PAGE 01 MAPUTO 02011 111844Z 4810.067743 A:03071
ACTION AID-08

ACTION OFFICE AFPE-01
INFO AFBA-03 AFPO-04 AFTR-05 SIFA-01 SAST-01 FVA-01 FVPO-01
AFSP-02 AFPP-02 ES-01 STPO-01 POP-04 STFA-01 STAG-02
STFN-02 STEN-01 APIS-01 APEM-01 FPN-03 AMAD-01 AAAP-03
/082 AG 11/1907Z

INFO LOG-08 AF-08 CIAE-08 OOSE-08 ES-08 /083W
-----7C2102 111701Z /38

R 111443Z JUL 91
FM AMEMBASSY MAPUTO
TO SECSTATE WASHDC 3878

UNCLAS MAPUTO 02011

AIDAC

FOR AFR/MDI, JOHN SACCHERI

E.O. 12388: N/A
SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION
(PROJECT 098-0430)

REF: STATE 218688

WE HAVE FOUND THE MOST IMPORTANT FACTOR IN PROMOTING PRIVATE SECTOR DEVELOPMENT IN MOZAMBIQUE TO BE THE CREATION OF A POLICY ENVIRONMENT CONDUCIVE TO PRIVATE COMPETITION AND INVESTMENT. GIVEN THAT MOZAMBIQUE ONLY BEGAN TO UNRAVEL ITS CENTRALLY ADMINISTERED ECONOMY IN 1987, POLICY REFORM HAS FOCUSED ON THE BASICS: LIBERALIZING PRICING AND DISTRIBUTION POLICY, INSTALLING MONETARY DISCIPLINE, CUTTING SUBSIDIES TO THE PRIVATE SECTOR, SHIFTING A GREATER SHARE OF AVAILABLE CREDIT TO THE PRIVATE SECTOR, AND MOVING TOWARD A MARKET-BASED

FOREIGN EXCHANGE REGIME. AS DISCUSSED IN THE MISSION'S COUNTRY PROGRAM STRATEGIC PLAN, OUR FOCUS HAS BEEN IN THE FOOD AND AGRICULTURE SECTOR. WE HAVE USED SEVERAL ST AND AFR PROJECTS TO PROVIDE TECHNICAL ASSISTANCE TO THE GOVERNMENT TO CREATE AN AGRICULTURAL MARKET INFORMATION SYSTEM, DEVELOP POLICIES FOR STATE FARM DEVESTITURE, AND ASSESS THE IMPACT OF POLICY CHANGES ON VULNERABLE POPULATION GROUPS. WE HAVE NOT DRAWN UPON THE APEP PROJECT AND DO NOT EXPECT TO DO SO IN THE NEAR FUTURE.
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RESOURCES, THE LIMITED FUNDING OF THE BILATERAL
PROGRAM, AND THE SCARCITY OF OTHER DONOR SUPPORT FOR
THE PRIVATE SECTOR, MDI'S ROLE WOULD BE CRITICAL IN
STIMULATING PRIVATE SECTOR DEVELOPMENT.

0) NO FURTHER COMMENTS.

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ANNEX D.7.

PAGE 01 MIAMEY 00340 00 OF 02 271212 5300 074220 410000
ACT: ON 210-00PORTION OFFICE APPE-01
INFO APPL-03 AFDP-00 AFPO-04 AFTR-05 APRE-01 RELG-01 CO-01
AAAF-02 /020 AG HL 27/13142INFO .00-00 AF-00 C AC-00 DOCK-00 EN-00 /0000
-----020300 271214Z /40 30R 271102 JUL 81
FM AMEMBASSY MIAMEY
TO SECSTATE WASHDC 2000

UNCLAS MIAMEY 00340

AIDAC

FOR JOHN SACCHERI, AFR/MDI

E.O. 12350: N/A

TAGS:

SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION
(PROJECT 600-0430)

REF: STATE 210000

THE FOLLOWING IS OUR RESPONSE TO THE REPTEL (PAR 4).

A. IT IS DIFFICULT TO DISCERN THE HOST GOVERNMENT'S STRATEGY FOR PROMOTION OF THE PRIVATE SECTOR. WHILE THERE HAS BEEN AND CONTINUES TO BE A LOT OF RHETORIC CONCERNING THE IMPORTANCE OF AND THE NEED TO RELY ON AND STIMULATE THE PRIVATE SECTOR, THE REALITY IS STRONG GOVERNMENT INVOLVEMENT AT ALL LEVELS, COUPLED WITH RELUCTANT ON OF SUPPORT FROM DONORS FOR GOVERNMENT

INITIATED PROGRAMS AND PROPOSALS THAT HAVE LITTLE OR NO INPUT FROM THE PRIVATE SECTOR ITSELF. WE ARE UNCLEAR WHAT IS MEANT BY THE QUESTION "ARE GOVERNMENT OFFICIALS PROVIDED TECHNICAL ASSISTANCE?" IF YOU MEAN PROVIDED TECHNICAL ASSISTANCE BY DONORS, THE ANSWER IS THAT GOVERNMENT OFFICIALS ARE CONTINUALLY RECEIVING ASSISTANCE OF VARIOUS FORMS. THESE INCLUDE EQUIPMENT, LONG AND SHORT-TERM TRAINING BOTH IN AND OUTSIDE OF NIGER, AND PARTICIPATION IN SEMINARS AND WORKSHOPS. PRIVATE SECTOR DEVELOPMENT PROSPECTS ARE NOT AUSPICIOUS AT PRESENT ACCORDING TO THE MAPS STUDY, WHOSE FIELD WORK WAS RECENTLY COMPLETED.

B. THE CURRENT STATUS OF THE MISSION'S PRIVATE SECTOR INITIATIVES IS A RELIANCE ON POLICY CHANGE THROUGH CASH TRANSFER, AND SELECTED ACTIVITIES FOCUSED ON THE RURAL, AGRO-PASTORAL SECTOR. THE FOLLOWING ORGANIZATIONS HAVE BEEN USED IN IMPLEMENTING PRIVATE SECTOR ACTIVITIES: CARE INTERNATIONAL (RURAL AND MICRO-ENTERPRISE PROJECT THAT INCLUDES TECHNICAL ASSISTANCE AND FINANCING); WORLD COUNCIL OF CREDIT UNIONS (START UP OF RURAL BASED CREDIT UNIONS); CLUSA (TECHNICAL ASSISTANCE AND SPELIT FOR VILLAGE LEVEL AGRICULTURAL COOPERATIVES); INTERNATIONAL LABOR ORGANIZATION (ILO) AND LOCAL GOVERNMENT ORGANIZATION (MICRO-ENTERPRISE PROJECT). SOURCES OF FINANCE FOR ALL OF THESE PROJECTS ARE USAG EXCEPT FOR LATTER WHICH ALSO RECEIVED PARTIAL FUNDING FROM ILO. WITH RESPECT TO USE OF COLLABORATING AGENCIES, NO U.S. BUT SEVERAL HOST GOVERNMENT AGENCIES, AND ONE U.N. (ILO) AGENCY, HAVE BEEN USED. WITH RESPECT TO MAPS, AS NOTED ABOVE, MAPS FIELD WORK IS COMPLETED, BUT FINAL DOCUMENTS

ARE NOT EXPECTED UNTIL AUGUST. PRELIMINARY RESULTS INDICATE THAT THE INFORMATION COLLECTED ON THE PRIVATE SECTOR WILL BE HELPFUL TO THE MISSION WHEN IT BEGINS

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DEVELOPING "A PRIVATE STRATEGY FOR THE NEXT FIVE YEARS, WHICH WILL BE INCLUDED IN THE 4.001000 CPM.

C. UNCLEAR WHAT IS MEANT BY "HOW ARE REQUIREMENTS FOR PRIVATE SECTOR GENT FIELD?" IF YOU MEAN HOW ARE REQUIREMENTS FOR PRIVATE SECTOR DEVELOPMENT AND ASSISTANCE IDENTIFIED, WE USE VARIOUS MEANS, INCLUDING STUDIES OF PARTICULAR PRODUCTS AND SECTORS, POLICY AND REGULATORY ANALYSIS, WORKSHOPS AND SEMINARS, KEEPING AHEAD OF OTHER USAID PRIVATE SECTOR ACTIVITIES, ESPECIALLY THOSE IN OUR REGION, AND "DO" RECENTLY THE MAPS EXERCISE. EXCEPT FOR THE MAPS EXERCISE, WE HAVE NOT USED MDI DIRECTLY TO THE BEST OF OUR RECALL. HOWEVER, WE APPRECIATE THE INFORMATION WE RECEIVED FROM MDI AND FIND MUCH OF IT USEFUL. IT'S POSSIBLE WE COULD HAVE GOTTEN SIMILAR SERVICES FROM OTHER SOURCES BUT, AT LEAST IN THE CASE OF MAPS, THIS WOULD HAVE INVOLVED MUCH MORE MISSION TIME AND RESOURCES IN DEVELOPING A SCOPE OF WORK AND CARRYING OUT THE STUDY, AND WE WOULD NOT HAVE HAD THE COMPARATIVE EXPERIENCE OF MAPS PERSONNEL TO DRAW UPON.

D. IN THE CASE OF MAPS, THERE WERE SOME DELAYS, AS AFR/OP AFR/MDI AND MISSION ATTEMPTED TO SORT OUT FUNDING ARRANGEMENTS.

E. WITH REQUEST TO NATJRE AND ASSESSMENT OF MOST IMPORTANT WORK PERFORMED, IT IS TOO EARLY TO MAKE AN

ASSESSMENT IN THE CASE OF MAPS ALTHOUGH THE MAPS DOCUMENTS TO DATE HAVE BEEN "MELY AND SATISFACTORY," THE CONSULTANTS WERE WELL QUALIFIED, AND THEY PRESENTED THEIR FINDINGS CLEARLY AND EFFECTIVELY.

F. AND G. WE CANNOT SAY TO WHAT EXTENT MDI SERVICES WILL BE USED SINCE WE ARE UNCERTAIN WHAT OUR NEEDS WILL BE A YEAR FROM NOW. ALSO WE ARE UNCLEAR WHAT SERVICES ARE AVAILABLE, I.E., WHICH SERVICES COME UNDER MDI AS OPPOSED TO OTHER PARTS OF AID/W SUCH AS PRE. IT MIGHT BE HELPFUL TO PUT IN A SUGGESTION FROM THE LIST OF SERVICES CURRENTLY AVAILABLE FROM MDI. UP TO NOW, WE HAVE RELIED HEAVILY ON ILO, WITH MIXED RESULTS. WE FIND THAT MOST CONSULTING FIRMS CAN PROVIDE INDIVIDUALS WITH STRONG ACADEMIC CREDENTIALS BUT WITH LITTLE HANDS-ON BUSINESS EXPERIENCE. THE ILO IS THE ONLY ORGANIZATION THAT WE ARE AWARE OF THAT CAN CONSISTENTLY PROVIDE INDIVIDUALS WITH SOLID BUSINESS EXPERIENCE, BUT ITS STRENGTHS WOULD NOT BE WELL-SUITED FOR NIGER, WHOSE PRIVATE SECTOR IS SMALL, OVERWHELMINGLY INFORMAL, AND HAS ALMOST NO PRIVATE MANUFACTURING OR INDUSTRY. A RESOURCE LIKE THE ILO THAT SPECIALIZED IN THE INFORMAL SECTOR, HAD CONSIDERABLE HANDS-ON BUSINESS EXPERIENCE IN WEST AFRICA, AND MADE USE OF BUSINESSMEN IN THE REGION WOULD BE VERY HELPFUL. BUT NONE EXISTS AS FAR AS WE KNOW. LITT

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DOC I.D. _____
ACTION TAKEN: _____
DATE: _____
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ANNEX D.8

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DAR 00 03400 120430Z

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ACTION AID-00

ACTION OFFICE AFPE-00

INFO AFPA-04 AFPP-06 AFPS-04 AFPO-02 AFPR-05 SAST-01 PPPP-02
PPEA-01 APRP-03 APPP-01 ES-01 STHE-04 STPO-01 PTP-04
APSM-01 SEOP-01 SEOS-02 APIS-01 APEN-01 SERP-01 SECS-02
AMAD-01 ARAF-02 /007 AS 12/0000

INFO L00-00 AF-00 CIAE-00 D00E-00 IS-00 TR02-00 /003V
-----707000 120000Z /20

R 120000Z JUL 81
FM AMEMBASSY DAR ES SALAAM
TO SECSTATE WASHDC 4300

UNCLAS DAR ES SALAAM 03400

A.DAC

A.D/W FOR JOHN SACCHERI, AFR/PSI

E.O. 12306: N/A
TAGS: EFIM, YE
SUBJECT: AFRICA PRIVATE ENTERPRISE FUND EVALUATION
- PROJECT 000-04300

REF: STATE 210000

FOLLOWING ARE RESPONSES TO PART 4 OF REF:

A. THREE STRATEGIES ARE CURRENTLY BEING FOLLOWED IN TANZANIA TO PROMOTE THE PRIVATE SECTOR: (1) TRADE LIBERALIZATION (2) DECONTROL OF COMMODITIES AND PRICES (3) INVESTMENT PROMOTION THROUGH AN ATTRACTIVE INVESTMENT CODE AND FINANCIAL SECTOR REFORM. MANY CONCERNS PROVIDED TO TO GOV. IN CONTRAST TO THE SOCIALIST ERA OF THE 1970'S AND EARLY 1980'S THE PROSPECTS FOR

PRIVATE SECTOR DEVELOPMENT IN THE 1980'S AND BEYOND ARE REASSURING.

B. ALL USAID/T PROGRAMS IN TRANSPORT, FAMILY PLANNING TRAINING, AND AID CONTROL COUNT THE PRIVATE SECTOR AMONG THE FINAL BENEFICIARIES. FOR TRANSPORT, PRIVATE SECTOR CONTRACTING OF RURAL ROADS REHABILITATION AND TRANSPORT-RELATED COMMODITY IMPORT SUPPORT. GOLS 12.4 MILLION; FOR FAMILY PLANNING, MINISTRY OF HEALTH GOLS 3.0 MILLION; TRAINING, SELECTION DONE THROUGH NATIONWIDE ADVERTISEMENT IN THE LOCAL NEWS MEDIA GOLS 1.00 MILLION; ENTREPRENEURS INTERNATIONAL PROGRAM GOLS 112,000; AID CONTROL AND COMMODITY MARKETING, THROUGH AIDTECH AND AIDDOON GOLS 1.5 MILLION; HIGH-ENTERPRISE SUPPORT THROUGH TANZANIA YOUTH EMPLOYMENT FOUNDATION GOLS 41,000; TAXATION REFORM, THROUGH IRS GOLS 20,000 AND BANK (IF TANZANIA DEBT CONVERSION, THROUGH INTERNATIONAL RESOURCES GROUP AND LABAT - ANDERSON INC. GOLS 27,000.

THE MAIN SOURCE OF FUNDING HAS BEEN DPA. MAPS HAS NOT BEEN USED IN TANZANIA. USAID/T HAS NOT BEEN ASSISTED BY SUBJECT PROJECT BUT MDI HAS BEEN VERY HELPFUL IN TANZANIA'S TAXATION REFORM AND DEBT CONVERSION PROGRAM.

C. A NEEDS ASSESSMENT/SURVEY IS CONDUCTED TO IDENTIFY PRIVATE SECTOR REQUIREMENTS. WE HAVE USED MDI IN PART BECAUSE OF THE ORGANIZATION'S EFFICIENCY AND ITS BUY-IN FACILITY TO HATCH PRIVATE SECTOR CONSULTING FIRMS.

D. RESPONSES FROM AFR/PSI AND CONTRACTORS HAVE BEEN

TIMELY AND SUPPORTIVE.

E. DEBT CONVERSION PROGRAM: CONSULTANTS WERE HIGHLY QUALIFIED AND PERFORMED A COMMENDABLE JOB. TANZANIA IS CURRENTLY IMPLEMENTING A DEBT CONVERSION PROGRAM AS A RESULT OF THIS CONSULTING ASSISTANCE. TAXATION REFORM: CONSULTANTS WERE QUALIFIED AND THEIR RECOMMENDATIONS HAVE BEEN INCORPORATED IN THE PRESIDENTIAL COMMISSION'S REPORT ON TAXATION TO BE SUBMITTED TO GOVERNMENT IN SEPTEMBER, 1981. BANKING REFORM: CONSULTANTS WERE QUALIFIED AND THEIR RECOMMENDATIONS ON BANKING SUPERVISION HAVE BEEN INCORPORATED IN THE NEW BANKING LAW.

F. WE ANTICIPATE TO USE MDI AND APEF AS OPPORTUNITIES ARISE. USAID/T WILL ALSO CONTINUE TO SEEK AID STANCE FROM REDDO TO CARRY-OUT MISSION-FINANCED PROJECTS AND CONTRACTS. DS JARNETTE

*Rec'd -
7/17/91*

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LA/MDI - TASK LISTING AS OF 7/15/91

Annex E 1

TASK 1	Lesotho/Swaziland MAPS Implementation Set-up-C	TASK 78	Improved African Livestock Production Investigations
TASK 2	Lesotho Crops Export Market Study-C	TASK 79	SARP PP Development - Enterprise & Export Promo.-C
TASK 3	Gambia Commercial & Development Bank Study-C	TASK 80	Meat Processing Proposal-C
TASK 4	The Gambia Private Sector Strategy-C	TASK 81	Desolo Speech Video-C
TASK 5	Mauritania Business Support Project Pre-PID-C	TASK 82	Senegal MAPS Buy-In
TASK 6	MAPS survey - Swaziland-C	TASK 83	MDI Newsletter Production
TASK 7	Botswana MAPS Implementation-C	TASK 84	Program Operations Assistance
TASK 8	Swaziland MAPS Buy-In	TASK 85	Modified MDI Rolodex Preparation
TASK 9	The Gambia Agricultural Analysis-C	TASK 86	Mali Livestock Report-C
TASK 10	Micro Enterprise Development Support	TASK 87	Ghana Fisheries Study-C
TASK 11	Management Information Systems Design/Support	TASK 88	Passion Fruit Production and Export Study
TASK 12	Capital Markets Development Support	TASK 89	Trade and Investment Mission Preparation-C
TASK 13	MDI Pamphlets and Brochure Development	TASK 90	Uganda Privatization Buy-In - Long Term Advisor
TASK 14	Banking and the Financial Sectors - Gambia/Senegal-C	TASK 91	Cameroon Export Processing Zone Buy-In
TASK 15	Kenya Sorghum Joint Venture Investigation-C	TASK 92	CME/ADB/REDSO Firm Restructuring Buy-In
TASK 16	Lesotho MAPS-C	TASK 93	Gambia Produce Marketing Board Core
TASK 17	Botswana MAPS-C	TASK 94	Gambia Produce Marketing Board Buy-In
TASK 18	Swaziland MAPS-C	TASK 95	Small Enterprise Development Advisor-C
TASK 19	Business Operations Analyses	TASK 96	Oilseed Crops Potential Study - Vermonia
TASK 20	LAN System Development & Procurement	TASK 97	Rwanda PID Development Core-C
TASK 21	PID Development FIAS and Venture Capital-C	TASK 98	Rwanda PID Development Buy-In
TASK 22	Library Creation-Summer Hire Interns-C	TASK 99	Trade and Investment Mission 2- implementation-C
TASK 23	Recruitment Assistance for MDI Missions	TASK 100	African Marketing Conference
TASK 24	Monitoring & Evaluation-C	TASK 101	T and I Mission Organization
TASK 25	Ag-Business Conference	TASK 102	Business Operations Management
TASK 26	Textile Feasibility Study-C	TASK 103	Cameroon Export Processing Zone Core
TASK 27	The Gambia Commercial Bank Buy-In	TASK 104	T and I Mission 4-Conference Video-C
TASK 28	Textile Opportunities in Africa Investigations	TASK 105	Togo/Dominican Republic EPZ Exposure Tour
TASK 29	Agribusiness Planning & Development Studies-C	TASK 106	Capital Mobilization Specialist-C
TASK 30	Ambassadorial Trade & Investment Mission in U.S.-C	TASK 107	African Businessmen Roundtable
TASK 31	Botswana Tannery Investment Structuring-C	TASK 108	Kenya Association of Manufacturers Visit-C
TASK 32	Progress on Debt Conversion-(cancelled)	TASK 109	Privatization Plan for the Africa Bureau-C
TASK 33	Project Development Assistance for MDI	TASK 110	Botswana PID Review Assistance-C
TASK 34	Tanzania Debt Conversion	TASK 111	Agribusiness Promotion in Kenya
TASK 35	ABS Privatization Plans Analysis-C	TASK 112	Edible and Industrial Oilseed Crops
TASK 36	Women's Specialty Export Crops Project	TASK 113	Business Climate and Finance Research-C
TASK 37	Secondary Market for LDC Debt Study-C	TASK 114	Program Office/Trade Research Assistance
TASK 38	Developments in Private Sector in Africa Study-C	TASK 115	MDI Equipment and Supplies
TASK 39	Burundi AEP/PPAIP Preparation Assistance-C	TASK 116	Southern African Trade Development Buy-In
TASK 40	African Cotton Trade Analysis-C	TASK 117	Guinea-Bissau Pre-PID Analytical Agenda-C
TASK 41	African Business Information System-C	TASK 118	Agribusiness Council Conference-C
TASK 42	Burundi Buy-In: Private Sector Advisor	TASK 119	Bond and Financial Instrument Analysis
TASK 43	Uganda Privatization Conference-C	TASK 120	Guinea-Bissau PID and PP Development Buy-In
TASK 44	Agri-Energy Roundtable-C	TASK 121	Mali President Visit Coord. and Promotion
TASK 45	Malawi Informal Sector Assessment Buy-In-C	TASK 122	Investor Issues Compendium Production
TASK 46	South Africa SSE Program Evaluation Buy-In	TASK 123	Africa Regional Stock Exchanges
TASK 47	Malawi Informal Sector Assessment Report-C	TASK 124	Microenterprise Data Consolidation
TASK 48	Cameroon Cacao/Coffee Processing Study-C	TASK 125	ABS Assessments & Business Develop.Assistance-C
TASK 49	Strategic Planning/Communications Seminar-C	TASK 126	Industry Leader for Furniture Program
TASK 50	Swazi Communications Program Development-C	TASK 127	Industry Leader for Tanning & Leather Program
TASK 51	Sahelian Private Sector Conference-C	TASK 128	Private Sector Advisor Madagascar & Mauritius
TASK 52	Gambia Investments Buy-In-C	TASK 129	Kenya Capital Markets Authority L-T Advisor
TASK 53	Burundi Short-term Export Advisor-C	TASK 130	Business Profiles 2 - Togo & Cameroon
TASK 54	Senegal MAPS	TASK 131	Uganda Privatization L-T Advisor Core Funding
TASK 55	Tanzania Presidential Banking Commission Study-C	TASK 132	Commission Structure Study
TASK 56	Ghana World Bank Study-Private Enterprise Part-C	TASK 133	Swazi Textile Investment Assistance
TASK 57	Informal Sector Video see T.O. 81-C	TASK 134	Swazi Textile Investment Assistance 2
TASK 58	Debt for Development Report-C	TASK 135	Analysis of Textile Parastatals in Kenya
TASK 59	West Africa Fisheries Joint Venture Investigations-C	TASK 136	Debt Swaps in Support of AID Operations Study
TASK 60	Ghana Tourism Debt Swaps Study-C	TASK 137	Database Development and LA/MDI Upgrades
TASK 61	Debt Conversion Workshops for African Devel. Bank	TASK 138	Madagascar MAPS
TASK 62	Senegal Banking Assistance/New Bank Development	TASK 139	Bbenkela/SADCC Visit
TASK 63	Kenya Investment Promotion Center L-T Advisor-C	TASK 140	Africa Information System
TASK 64	Informality and Institutional Reform Workshop-C	TASK 141	Business Investment Profiles 3 - Nam,Bot and Zim
TASK 65	Invitational Travel Assistance	TASK 142	Data Entry Assistance
TASK 66	Media Presentation Study-C	TASK 143	Uganda MAPS
TASK 67	Ghana Timber/Wood Processing Study-C	TASK 144	Guinea-Bissau Chamber Buy-In
TASK 68	Rwanda SSE Assessment Buy-In-C	TASK 145	RSA Subcontracting Study
TASK 69	MDI Rolodex Development and Implementation	TASK 146	RSA Black Private Enterprise Project
TASK 70	Validity Checks System (not implemented)-C	TASK 147	EPZ Conference Followup - Video Tape
TASK 71	MDI Workshop Series-C	TASK 148	Madagascar Agribusiness Buy-In
TASK 72	Financial Markets Development Assistance	TASK 149	Guinea-Bissau Legal Reform Buy-In
TASK 73	Gambia Bankers Core	TASK 150	Africa MIS
TASK 74	Venture Capital Development Assistance-C	TASK 151	Kenya 1991 Vermonia Field Trials
TASK 75	Environmental Aspects of New Crops Study-C	TASK 152	Business Profiles 4 - Madagascar & Mauritius
TASK 76	Investment Support Services and Operations	TASK 153	FIAS Video Tapes for USAID Missions
TASK 77	Business Profiles Preparation-C		

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LABAT-ANDERSON INCORPORATED
MONTHLY REPORT
TASK BY COUNTRY
FOR PERIOD ENDING 06/04/91

TASK	PROJECT TITLE	SECTOR	COUNTRY	STATUS	BILLED TO DATE
7	BOTSWANA MAPS IMPLEMENTATION	MAPS	BOTSWANA	Closed	\$6,857.37
17	BOTSWANA MAPS	MAPS	BOTSWANA	Closed	\$27,616.91
31	BOTSWANA TANNERY INVESTMENT STRUCTURING	AGRIBUSINESS	BOTSWANA	Closed	\$23,925.66
110	BOTSWANA PID REVIEW ASSISTANCE	PROJECT DESIGN	BOTSWANA	Closed	\$1,812.18
112	EDIBLE AND INDUSTRIAL OILSEED CROPS	AGRIBUSINESS	BOTSWANA	Open	\$0.00
	TOTAL				\$60,212.12

39	BURUNDI /2 PPP/PAF PREPARATION ASSISTANCE	PROJECT DESIGN	BURUNDI	Closed	\$16,100.81
42	BURUNDI PRIVATE SECTOR ADVISOR BUY-IN	PRIVATE SECTOR ADVISORS	BURUNDI BUY-IN	Open	\$401,707.50
63	BURUNDI SHORT TERM EXPORT ADVISOR	EXPORT/INVESTMENT PROMOTION	BURUNDI BUY-IN	Closed	\$39,134.00
	TOTAL				\$456,942.31

91	CAMEROON EXPORT ZONE BUY-IN	EXPORT PROCESSING ZONES	CAMEROON	Open	\$188,950.61
103	CAMEROON EXPORT PROCESSING CORE (2 tasks 91&103)	EXPORT PROCESSING ZONES	CAMEROON	Open	\$14,441.41
48	CAMEROON BUY-IN COFFEE/COCCA PROCESSING STUDY BUY-IN	AGRIBUSINESS	CAMEROON BUY-IN	Closed	\$23,350.02
	TOTAL				\$226,742.04

44	AGRI-ENERGY ROUNDTABLE	AGRIBUSINESS	EUROPE/ASIA	Closed	\$18,661.00
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3	GAMBIA COMMERCIAL & DEVELOPMENT BANK STUDY	FINANCIAL MARKETS	GAMBIA	Closed	\$18,970.00
4	THE GAMBIA PRIVATE SECTOR STRATEGY	FINANCIAL MARKETS	GAMBIA	Closed	\$2,468.00
9	THE GAMBIA AGRICULTURAL ANALYSIS	AGRIBUSINESS	GAMBIA	Closed	\$2,733.50
73	GAMBIA BANKERS CORE	PRIVATE SECTOR ADVISORS	GAMBIA	Open	\$17,529.23
69	GAMBIA PRODUCE MARKETING BOARD CORE	AGRIBUSINESS	GAMBIA	T-Closed	\$3,535.89
27	THE GAMBIA COMMERCIAL BANK BUY-IN	PRIVATE SECTOR ADVISORS	GAMBIA BUY-IN	Open	\$24,101.03
62	GAMBIA INVESTMENTS BUY-IN	FINANCIAL MARKETS	GAMBIA BUY-IN	Closed	\$29,330.74
94	GAMBIA PRODUCE BUY-IN	AGRIBUSINESS	GAMBIA BUY-IN	T-Closed	\$61,620.89
	TOTAL				\$160,287.28

66	GHANA WORLD BANK STUDY - PRIVATE ENTERPRISE PRT	FINANCIAL MARKETS	GHANA	Closed	\$24,139.40
60	GHANA TOURISM DEBT SWAPS STUDY	FINANCIAL MARKETS	GHANA	Closed	\$16,179.00
67	GHANA TIMBERWOOD PROCESSING STUDY	AGRIBUSINESS	GHANA	Closed	\$0.00
67	GHANA FISHERIES STUDY	AGRIBUSINESS	GHANA	Closed	\$23,847.00
	TOTAL				\$64,165.40

TAP: BY COUNTRY CONTINUED

117	GUINEA-BISSAU PRE-PID ANALYTICAL AGENDA	PROJECT DESIGN	GUINEA BISSAU	Closed	\$9,786.74
120	GUINEA-BISSAU PID AND PP DEVELOPMENT Tech Direction	PROJECT DESIGN	GUINEA BISSAU	Open	\$122,063.31
144	GUINEA-BISSAU CHAMBER BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
140	GUINEA-BISSAU LEGAL REFORM BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
	TOTAL				\$131,850.05

15	KENYA BORGHUM JOINT VENTURE INVESTIGATION	AGRIBUSINESS	KENYA	Closed	\$79,737.76
63	KENYA INVESTMENT PROMOTION CENTER L-T ADVISOR	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$225.58
108	KENYA ASSOCIATION OF MANUFACTURES VISIT	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$353.17
111	AGRIBUSINESS PROMOTION IN KENYA	AGRIBUSINESS	KENYA	Closed	\$0.00
120	KENYA CAPITAL MARKETS	FINANCIAL MARKETS	KENYA	Open	\$154.93
135	ANALYSIS OF TEXTILE PARASTATALS IN KENYA	AGRIBUSINESS	KENYA	Open	\$158.41
	TOTAL				\$80,629.84

2	LESOTHO CROPS EXPORT MARKET STUDY	AGRIBUSINESS	LESOTHO	Closed	\$16,533.00
16	LESOTHO MAPS	MAPS	LESOTHO	Closed	\$41,207.52
28	TEXTILE PREFEASIBILITY STUDY	AGRIBUSINESS	LESOTHO	Closed	\$14,800.00
	TOTAL				\$72,540.52

138	MADAGASCAR MAPS	MAPS	MADAGASCAR	Open	\$2,091.46
146	MADAGASCAR AGRIBUSINESS BUY-IN	AGRIBUSINESS	MADAGASCAR BUY-IN	Open	\$0.00
	TOTAL				\$2,091.46

47	MALAWI INFORMAL SECTOR ASSESSMENT REPORT	INFORMAL MARKETS	MALAWI	Closed	\$12,368.58
45	MALAWI INFORMAL SECTOR ASSESSMENT BUYIN	MICROENTERPRISE	MALAWI BUY-IN	Closed	\$5,869.00
	TOTAL				\$18,237.58

86	MALI LIVESTOCK REPORT	AGRIBUSINESS	MALI	Closed	\$1,262.05
121	MALI PRESIDENT VISIT COORD. AND PROMOTION	EXPORT/INVESTMENT PROMOTION	MALI	Closed	\$44,067.07
	TOTAL				\$45,329.12

5	MAURITANIA BUSINESS SUPPORT PROJECT PRE-PID	PROJECT DESIGN	MAURITANIA	Closed	\$27,827.00
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TASK BY COUNTRY CONTINUED

10	MICRO-ENTERPRISE DEVELOPMENT SUPPORT	MICRO-ENTERPRISE	MULTI-COUNTRY	Open	\$885,545.51
12	CAPITAL MARKETS DEVELOPMENT SUPPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$185,791.93
14	BANKING AND THE FINANCIAL SECTORS GAMBIA/SENEGAL	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$2,889.52
28	TEXTILE OPPORTUNITIES IN AFRICA INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Open	\$229,319.37
29	AGRIBUSINESS PLANNING & DEVELOPMENT	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$81,688.00
36	WOMEN'S SPECIALTY EXPORT CROPS BUY-IN	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$84,968.00
38	WOMEN'S SPECIALTY EXPORT CROPS PROJECT	AGRIBUSINESS	MULTI-COUNTRY	Open	\$41,555.62
37	SECONDARY MARKET FOR LDC DEBT STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$13,420.81
38	DEVELOPMENTS IN PRIVATE SECTOR IN AFRICA STUDY *	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$6,840.00
40	AFRICAN COTTON TRADE ANALYSIS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,422.70
41	AFRICAN BUSINESS INFORMATION SYSTEM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$8,500.00
61	SAHELIAN PRIVATE SECTOR CONFERENCE	PROJECT DESIGN	MULTI-COUNTRY	Closed	\$0.00
67	INFORMAL SECTOR CONFERENCE VIDEO same as 81	INFORMAL MARKETS	MULTI-COUNTRY	Cancelled	\$0.00
68	DEBT FOR DEVELOPMENT REPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$6,908.87
69	WEST AFRICA FISHERIES JOINT VENTURE INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$42,404.58
81	DEBT CONVERSION WORKSHOPS FOR AFRICAN DEVELOPMENT BANK	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$74,561.61
84	INFORMALITY AND INSTITUTIONAL REFORM WKSHIP	INFORMAL MARKETS	MULTI-COUNTRY	Closed	\$7,145.98
85	INVITATIONAL TRAVEL ASSISTANCE	PROJECT MANAGEMENT	MULTI-COUNTRY	Open	\$148,512.33
72	FINANCIAL MARKETS DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$181,511.68
74	VENTURE CAPITAL DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$39,690.66
75	ENVIRONMENTAL ASPECTS OF NEW CROPS STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,092.37
77	BUSINESS PROFILES PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$72,035.50
78	IMPROVED AFRICAN LIVESTOCK PRODUCTION PREPARATION	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$55,146.77
88	PASSION FRUIT PRODUCTION AND EXPORT STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$43.95
89	TRADE AND INVESTMENT MISSION PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$16,061.07
92	AMSCOURED/BOVADS BUY-IN	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$16,788.00
95	SMALL ENTERPRISE DEVELOPEMENT ADVISOR	MICROENTERPRISE	MULTI-COUNTRY	Closed	\$24,140.28
95	OILSEED CROPS POTENTIAL STUDY - VERNONIA	AGRIBUSINESS	MULTI-COUNTRY	Open	\$9,435.38
99	TRADE & INVESTMENT MISSION 2 - IMPLEMENTATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$15,580.95
100	AFRICAN MARKETING CONFERENCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$5,623.83
101	TRADE & INVESTMENT 3 - ORGANIZATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$56,930.36
104	T AND I MISSION 4 - CONFERENCE VIDEO	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$4,194.42
106	TOGO/DOMINICAN REPUBLIC EPZ EXPOSURE TOUR	EXPORT PROCESSING ZONES	MULTI-COUNTRY	Closed	\$16,596.91
107	AFRICAN BUSINESSMENS ROUNDTABLE	EXPORT/INVESTMENT PROMOTION	MULTI-COUNTRY	Closed	\$44,858.16
118	AGRIBUSINESS COUNCIL CONFERENCE	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$2,497.31
119	BOND AND FINANCIAL INSTRUMENT ANALYSIS	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$86,616.81
123	AFRICA REGIONAL STOCK EXCHANGE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$37,310.12
126	INDUSTRY LEADERS FOR FURNITURE PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Open	\$53,858.44
127	INDUSTRY LEADER FOR TANNING & LEATHER PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$0.00
128	PRIVATE SECTOR ADVISOR MADAGASCAR/MAURITIUS	PRIVATE SECTOR ADVISORS	MULTI-COUNTRY	Open	\$29,972.19
130	BUSINESS PROFILES 2 - TOGO & CAMEROON	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$59,009.81
138	DEBT SWAPS IN SUPPORT OF AID OPERATIONS STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$0.00
140	AFRICA INFORMATION SYSTEM	PROJECT DESIGN	MULTI-COUNTRY	Open	\$0.00
141	BUSINESS INVESTMENT PROFILES 3	TRADE & INVESTMENT	MULTI-COUNTRY	Open	\$76,723.12
	TOTAL				\$2,631,130.95

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TASK BY COUNTRY CONTINUED

145	RSA SUBCONTRACTING STUDY	MICRO-ENTERPRISE	RSA	Open	\$11,880.23
146	RSA BLACK PRIVATE ENTERPRISE PROJECT	PROJECT DESIGN	RSA	Open	\$0.00
46	REPUBLIC OF SOUTH AFRICA BUY-IN	MICROENTERPRISE	RSA BUY-IN	Closed	\$22,188.00
	TOTAL				\$34,068.23

86	RWANDA SBE ASSESSMENT	MICROENTERPRISE	RWANDA	Closed	\$13,470.42
87	RWANDA PID DEVELOPMENT CORE FUNDS	PROJECT DESIGN	RWANDA	Closed	\$5,798.41
88	RWANDA PID DEVELOPMENT -BUY-IN	PROJECT DESIGN	RWANDA BUY-IN	Closed	\$8,363.00
	TOTAL				\$25,621.83

64	SENEGAL MAPS CORE SEE FOOT NOTE	MAPS	SENEGAL	Open	\$171,045.15
62	SENEGAL BANKING ASSISTANCE/NEW BANK DEVELOPMENT	FINANCIAL MARKETS	SENEGAL	Closed	\$57,921.24
82	SENEGAL MAPS BUY-IN * SEE FOOT-NOTE	MAPS	SENEGAL BUY-IN	Open	\$9,085.00
	TOTAL				\$238,051.39

8	SWAZILAND MAPS BUY-IN	MAPS	SWAZI BUY-IN	Closed	\$175,728.00
1	SWAZILEBOTH MAPS IMPLEMENTATION SET-UP	MAPS	SWAZILAND	Closed	\$23,045.58
6	SWAZILAND MAPS IMPLEMENTATION	MAPS	SWAZILAND	Closed	\$9,509.88
18	SWAZILAND MAPS	MAPS	SWAZILAND	Closed	\$30,289.00
68	SWAZI COMMUNICATIONS PROGRAM DEVELOPMENT	PROJECT DESIGN	SWAZILAND	Cancelled	\$0.00
133	SWAZI TEXTILE INVESTMENT ASSISTANCE	AGRI-BUSINESS	SWAZILAND	Open	\$10,844.12
134	SWAZI TEXTILE INVESTMENT ASSISTANCE 2	AGRI-BUSINESS	SWAZILAND	Open	\$318.83
	TOTAL				\$249,733.37

34	TANZANIA DEBT CONVERSION	FINANCIAL MARKETS	TANZANIA	Closed	\$128,245.15
66	TANZANIA BANKING COMMISSION STUDY	FINANCIAL MARKETS	TANZANIA	Closed	\$52,951.12
	TOTAL				\$181,196.27

43	UGANDA PRIVATIZATION CONFERENCE	PRIVATIZATION	UGANDA	Closed	\$7,824.44
131	UGANDA PRIVATIZATION L-T ADVISOR CORE FUNDING	PRIVATE SECTOR ADVISORS	UGANDA	Open	\$10,550.04
143	UGANDA MAPS	MAPS	UGANDA	Open	\$0.00
10	UGANDA PRIVATIZATION BUY-IN - LONG TERM ADVISOR	PRIVATE SECTOR ADVISORS	UGANDA BUY-IN	Open	\$121,988.58
	TOTAL				\$140,363.06

TASK BY COUNTRY CONTINUED

11	MANAGEMENT INFORMATION SYSTEMS DESIGN/SUPPORT	PROJECT MANAGEMENT	USA	Open	\$71,251.83
13	MDI PAMPHLETS AND BROCHURE DEVELOPMENT	PROJECT MANAGEMENT	USA	Closed	\$2,046.91
18	BUSINESS OPERATIONS ANALYSIS	PROJECT MANAGEMENT	USA	Open	\$79,167.68
20	LAN SYSTEM DEVELOPMENT & PROCUREMENT *	PROJECT MANAGEMENT	USA	Closed	\$101,483.47
21	PID DEVELOPMENT - FIAS AND VENTURE CAPITAL	PROJECT DESIGN	USA	Closed	\$14,444.33
22	LIBRARY CREATION - SUMMER HIRE INTERNS	PROJECT MANAGEMENT	USA	Closed	\$9,825.60
23	RECRUITMENT ASSISTANCE FOR MDI & MISSIONS	PROJECT MANAGEMENT	USA	Open	\$22,389.35
24	PROGRAM MONITORING & EVALUATION	PROJECT MANAGEMENT	USA	Closed	\$22,131.44
26	AG-BUSINESS CONFERENCE	AGRIBUSINESS	USA	Closed	\$47,872.30
30	AMBASSADORIAL TRADE/INVEST MISSION IN THE US	TRADE & INVESTMENT	USA	Closed	\$16,566.17
32	PROGRESS ON DEBT CONVERSIONS (CANCELLED)	FINANCIAL MARKETS	USA	Cancelled	\$0.00
33	PROJECT DEVELOPMENT ASSISTANCE FOR MDI	PROJECT MANAGEMENT	USA	Open	\$184,922.16
36	ABS PRIVATIZATION PLANS ANALYSIS	PRIVATIZATION	USA	Closed	\$8,387.00
40	STRATEGIC PLANNING/COMMUNICATIONS SEMINAR	PROJECT MANAGEMENT	USA	Closed	\$20,614.26
68	MEDIA PRESENTATION STUDY	TRADE & INVESTMENT	USA	Closed	\$1,000.00
69	MDI ROLODEX DEVELOPMENT AND IMPLEMENTATION	TRADE & INVESTMENT	USA	Closed	\$23.61
70	VALIDITY CHECKS SYSTEMS (NOT IMPLEMENTED)	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
71	MDI WORKSHOP SERIES	PROJECT MANAGEMENT	USA	Closed	\$28,882.92
78	INVESTMENT SUPPORT SERVICES AND OPERATIONS	TRADE & INVESTMENT	USA	Closed	\$190,896.35
80	MEAT PROCESSING PROPOSAL	AGRIBUSINESS	USA	Closed	\$808.70
81	DESOTO SPEECH VIDEO	INFORMAL MARKETS	USA	Closed	\$801.00
83	MDI NEWSLETTER PRODUCTION	PROJECT MANAGEMENT	USA	Open	\$61,681.18
84	PROGRAM OPERATIONS ASSISTANT	PROJECT MANAGEMENT	USA	Closed	\$6,708.06
86	MDI MODIFIED ROLODEX PREPARATION	PROJECT MANAGEMENT	USA	Closed	\$41,241.30
100	YEAR 1 PROJECT MANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$137,175.34
102	BUSINESS OPERATIONS MANAGEMENT	PROJECT MANAGEMENT	USA	Open	\$41,049.31
106	CAPITAL MOBILIZATION STUDY	FINANCIAL MARKETS	USA	Closed	\$48,710.34
109	PRIVATIZATION PLAN FOR AFRICA BUREAU	PRIVATIZATION	USA	Closed	\$591.92
113	BUSINESS CLIMATE AND FINANCE RESEARCH	FINANCIAL MARKETS	USA	Closed	\$10,680.38
114	PROGRAM OFFICE/TRADE RESEARCH ASSISTANT	PROJECT MANAGEMENT	USA	Open	\$36,728.88
116	MDI EQUIPMENT AND SUPPLIES	PROJECT MANAGEMENT	USA	Closed	\$12,649.97
122	INVESTOR ISSUES COMPENDIUM PRODUCTION	FINANCIAL MARKETS	USA	Open	\$10,285.13
124	MICROENTERPRISE DATA CONSOLIDATION	MICROENTERPRISE	USA	Open	\$4,866.62
126	ADS ASSESSMENTS & BUSINESS DEVELOPMENT ASSISTANCE	PROJECT DESIGN	USA	Closed	\$1,791.12
132	COMMISSION STRUCTURE STUDY	PROJECT DESIGN	USA	Closed	\$1,327.96
137	DATABASE DEVELOPMENT AND LAN UPGRADES	PROJECT MANAGEMENT	USA	Open	\$21,593.31
139	BENKELEBADOCC VISIT	PROJECT DESIGN	USA	Closed	\$150.03
142	DATA ENTRY ASSISTANCE	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
147	EPZ CONFERENCE FOLLOWUP - VIDEO TAPE	EXPORT PROCESSING ZONES	USA	Open	\$0.00
150	AFRICA M-3	PROJECT MANAGEMENT	USA	Open	\$0.00
200	YEAR 2 PROJECT MANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$757,052.24
300	PROJECT MANAGEMENT YR 3	PROJECT MANAGEMENT	USA	Open	\$228,647.64
	TOTAL				\$2,224,012.80

TASK BY COUNTRY CONTINUED

79	SAPP PP DEVELOPMENT- ENTERPRISE & EXPORT PROMOTION	PROJECT DESIGN	ZIMBABWE	Closed	\$75,212.96
116	SOUTHERN AFRICAN TRADE DEVELOPMENT BUY-IN	PRIVATE SECTOR ADVISORS	ZIMBABWE BUY-IN	Open	\$76,667.68
	TOTAL				\$152,080.64

THE BILLED TO DATE AMOUNTS FOR TASK ORDER NUMBERS 64 & 62 WILL BE ALTERED WITH THE NEXT REPORTING PERIOD.

ANNEX E

Illustrations of Periodic Reports by Principal Contractor, Labat Anderson, Inc. to the AFR/MDI Office

- 1. Task Listing as of 7/15/91**
 - 2. AFR/MDI Funded Tasks to Date**
 - 3. Citation of Deliverables**
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LABAT-ANDERSON INCORPORATED

MONTHLY REPORT

TASK BY SECTOR TYPE

FOR REPORTING PERIOD ENDING 06/04/91

TASK	PROJECT TITLE	SECTOR	COUNTRY	STATUS	BILLED TO DATE
2	LESOTHO CROPS EXPORT MARKET STUDY	AGRIBUSINESS	LESOTHO	Closed	\$18,633.00
9	THE GAMBIA AGRICULTURAL ANALYSIS	AGRIBUSINESS	GAMBIA	Closed	\$2,733.60
15	KENYA BORGHAM JOINT VENTURE INVESTIGATION	AGRIBUSINESS	KENYA	Closed	\$79,737.75
25	AG-BUSINESS CONFERENCE	AGRIBUSINESS	USA	Closed	\$47,872.00
26	TEXTILE PREFEASIBILITY STUDY	AGRIBUSINESS	LESOTHO	Closed	\$14,800.00
28	TEXTILE OPPORTUNITIES IN AFRICA INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Open	\$229,319.37
29	AGRIBUSINESS PLANNING & DEVELOPMENT	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$81,688.00
31	BOTSWANA TANNERY INVESTMENT STRUCTURING	AGRIBUSINESS	BOTSWANA	Closed	\$23,925.66
38	WOMEN'S SPECIALTY EXPORT CROPS PROJECT	AGRIBUSINESS	MULTI-COUNTRY	Open	\$41,555.62
38	WOMENS SPECIALTY EXPORT CROPS BUY-IN	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$84,968.00
40	AFRICAN COTTON TRADE ANALYSIS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,422.70
41	AFRICAN BUSINESS INFORMATION SYSTEM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$8,500.00
44	AGRI-ENERGY ROUNDTABLE	AGRIBUSINESS	EUROPE/ASIA	Closed	\$18,681.00
48	CAMEROON BUY-IN COFFEE/COCCA PROCESSING STUDY BUY-IN	AGRIBUSINESS	CAMEROON BUY-IN	Closed	\$23,360.02
50	WEST AFRICA FISHERIES JOINT VENTURE INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$42,404.58
67	GHANA TIMBERWOOD PROCESSING STUDY	AGRIBUSINESS	GHANA	Closed	\$0.00
75	ENVIRONMENTAL ASPECTS OF NEW CROPS STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,092.37
78	IMPROVED AFRICAN LIVESTOCK PRODUCTION PREPARATION	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$55,148.77
80	MEAT PROCESSING PROPOSAL	AGRIBUSINESS	USA	Closed	\$808.70
88	MALI LIVESTOCK REPORT	AGRIBUSINESS	MALI	Closed	\$1,262.05
87	GHANA FISHERIES STUDY	AGRIBUSINESS	GHANA	Closed	\$23,847.00
88	PASSION FRUIT PRODUCTION AND EXPORT STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$43.96
89	GAMBIA PRODUCE MARKETING BOARD CORE	AGRIBUSINESS	GAMBIA	T-Closed	\$3,535.89
84	GAMBIA PRODUCE BUY-IN	AGRIBUSINESS	GAMBIA BUY-IN	T-Closed	\$61,020.89
88	OILSEED CROPS POTENTIAL STUDY - VERNONIA	AGRIBUSINESS	MULTI-COUNTRY	Open	\$9,435.38
111	AGRIBUSINESS PROMOTION K1 KENYA	AGRIBUSINESS	KENYA	Closed	\$0.00
112	EDIBLE AND INDUSTRIAL OILSEED CROPS	AGRIBUSINESS	BOTSWANA	Open	\$0.00
118	AGRIBUSINESS COUNCIL CONFERENCE	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$2,497.31
128	INDUSTRY LEADERS FOR FURNITURE PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Open	\$63,858.44
127	INDUSTRY LEADER FOR TANNING & LEATHER PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$0.00
133	SWAZI TEXTILE INVESTMENT ASSISTANCE	AGRIBUSINESS	SWAZILAND	Open	\$10,844.12
134	SWAZI TEXTILE INVESTMENT ASSISTANCE 2	AGRIBUSINESS	SWAZILAND	Open	\$318.83
135	ANALYSIS OF TEXTILE PARASTATALS IN KENYA	AGRIBUSINESS	KENYA	Open	\$158.41
148	MADAGASCAR AGRIBUSINESS BUY-IN	AGRIBUSINESS	MADAGASCAR BUY-IN	Open	\$0.00
	TOTAL				\$957,939.61

91	CAMEROON EXPORT ZONE BUY-IN	EXPORT PROCESSING ZONES	CAMEROON	Open	\$188,850.61
103	CAMEROON EXPORT PROCESSING CORE (2 tasks 91&103)	EXPORT PROCESSING ZONES	CAMEROON	Open	\$14,441.41
106	TOGODOMNICAN REPUBLIC EPZ EXPOSURE TOUR	EXPORT PROCESSING ZONES	MULTI-COUNTRY	Closed	\$16,598.91
147	EPZ CONFERENCE FOLLOWUP - VIDEO TAPE	EXPORT PROCESSING ZONES	USA	Open	\$0.00
	TOTAL				\$219,888.93

TASK BY SECTOR REPORT CONTINUED

53	BURUNDI SHORT TERM EXPORT ADVISOR	EXPORT/INVESTMENT PROMOTION	BURUNDI BUY-IN	Closed	\$39,134.00
63	KENYA INVESTMENT PROMOTION CENTER L-T ADVISOR	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$226.68
107	AFRICAN BUSINESSMENS ROUNDTABLE	EXPORT/INVESTMENT PROMOTION	MULTI-COUNTRY	Closed	\$44,868.15
108	KENYA ASSOCIATION OF MANUFACTURES VISIT	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$363.17
121	MALI PRESIDENT VISIT COORD. AND PROMOTION	EXPORT/INVESTMENT PROMOTION	MALI	Closed	\$44,067.07
	TOTAL				\$128,637.98

3	GAMBIA COMMERCIAL & DEVELOPMENT BANK STUDY	FINANCIAL MARKETS	GAMBIA	Closed	\$18,970.00
4	THE GAMBIA PRIVATE SECTOR STRATEGY	FINANCIAL MARKETS	GAMBIA	Closed	\$2,408.00
12	CAPITAL MARKETS DEVELOPMENT SUPPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$185,791.93
14	BANKING AND THE FINANCIAL SECTORS GAMBIA/SENEGAL	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$2,869.62
32	PROGRESS ON DEBT CONVERSIONS (CANCELLED)	FINANCIAL MARKETS	USA	Cancelled	\$0.00
34	TANZANIA DEBT CONVERSION	FINANCIAL MARKETS	TANZANIA	Closed	\$128,246.16
37	SECONDARY MARKET FOR LDC DEBT STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$13,420.84
52	GAMBIA INVESTMENTS BUY-IN	FINANCIAL MARKETS	GAMBIA BUY-IN	Closed	\$29,330.74
55	TANZANIA BANKING COMMISSION STUDY	FINANCIAL MARKETS	TANZANIA	Closed	\$52,951.12
58	GHANA WORLD BANK STUDY - PRIVATE ENTERPRISE PRT	FINANCIAL MARKETS	GHANA	Closed	\$24,139.40
58	DEBT FOR DEVELOPMENT REPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$8,908.87
60	GHANA TOURISM DEBT SWAPS STUDY	FINANCIAL MARKETS	GHANA	Closed	\$18,179.00
61	DEBT CONVERSION WORKSHOPS FOR AFRICAN DEVELOPMENT BANK	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$74,581.61
62	SENEGAL BANKING ASSISTANCE/NEW BANK DEVELOPMENT	FINANCIAL MARKETS	SENEGAL	Closed	\$67,921.24
72	FINANCIAL MARKETS DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$181,511.88
74	VENTURE CAPITAL DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$39,690.66
82	AMSCORREDO/ADB BUY-IN	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$18,766.00
100	AFRICAN MARKETING CONFERENCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$5,623.83
106	CAPITAL MOBILIZATION STUDY	FINANCIAL MARKETS	USA	Closed	\$48,710.34
113	BUSINESS CLIMATE AND FINANCE RESEARCH	FINANCIAL MARKETS	USA	Closed	\$10,680.38
119	BOND AND FINANCIAL INSTRUMENT ANALYSIS	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$88,618.81
122	INVESTOR ISSUES COMPENDIUM PRODUCTION	FINANCIAL MARKETS	USA	Open	\$10,285.13
123	AFRICA REGIONAL STOCK EXCHANGE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$37,310.12
129	KENYA CAPITAL MARKETS	FINANCIAL MARKETS	KENYA	Open	\$154.93
138	DEBT SWAPS IN SUPPORT OF AID OPERATIONS STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$0.00
	TOTAL				\$1,029,105.30

47	MALAWI INFORMAL SECTOR ASSESSMENT REPORT	INFORMAL MARKETS	MALAWI	Closed	\$12,388.58
57	INFORMAL SECTOR CONFERENCE VIDEO same as 81	INFORMAL MARKETS	MULTI-COUNTRY	Cancelled	\$0.00
64	INFORMALITY AND INSTITUTIONAL REFORM WKSHIP	INFORMAL MARKETS	MULTI-COUNTRY	Closed	\$7,145.98
81	DESOTO SPEECH VIDEO	INFORMAL MARKETS	USA	Closed	\$901.00
	TOTAL				\$20,415.56

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TASK BY SECTOR REPORT CONTINUED

1	SWAZILEBOTH MAPS IMPLEMENTATION SET-UP	MAPS	SWAZILAND	Closed	\$23,045.58
6	SWAZILAND MAPS IMPLEMENTATION	MAPS	SWAZILAND	Closed	\$9,509.88
7	BOTSWANA MAPS IMPLEMENTATION	MAPS	BOTSWANA	Closed	\$6,867.37
8	SWAZILAND MAPS BUY-IN	MAPS	SWAZI BUY-IN	Closed	\$175,728.00
16	LESOTHO MAPS	MAPS	LESOTHO	Closed	\$41,207.52
17	BOTSWANA MAPS	MAPS	BOTSWANA	Closed	\$27,618.91
18	SWAZILAND MAPS	MAPS	SWAZILAND	Closed	\$30,289.00
64	SENEGAL MAPS CORE SEE FOOT NOTE	MAPS	SENEGAL	Open	\$171,045.15
62	SENEGAL MAPS BUY-IN * SEE FOOT-NOTE	MAPS	SENEGAL BUY-IN	Open	\$9,085.00
138	MADAGASCAR MAPS	MAPS	MADAGASCAR	Open	\$2,091.46
143	UGANDA MAPS	MAPS	UGANDA	Open	\$0.00
	TOTAL				\$490,475.83

45	MALAWI INFORMAL SECTOR ASSESSMENT BUYIN	MICRO-ENTERPRISE	MALAWI BUY-IN	Closed	\$5,669.00
48	REPUBLIC OF SOUTH AFRICA BUYIN	MICRO-ENTERPRISE	RSA BUY-IN	Closed	\$22,188.00
68	RWANDA SIE ASSESSMENT	MICRO-ENTERPRISE	RWANDA	Closed	\$13,470.42
85	SMALL ENTERPRISE DEVELOPEMENT ADVISOR	MICRO-ENTERPRISE	MULTI-COUNTRY	Closed	\$24,140.28
124	MICROENTERPRISE DATA CONSOLIDATION	MICRO-ENTERPRISE	USA	Open	\$4,656.62
10	MICRO-ENTERPRISE DEVELOPMENT SUPPORT	MICRO-ENTERPRISE	MULTI-COUNTRY	Open	\$895,545.51
145	RSA SUBCONTRACTING STUDY	MICRO-ENTERPRISE	RSA	Open	\$11,880.23
	TOTAL				\$777,750.06

27	THE GAMBIA COMMERICAL BANK BUY-IN	PRIVATE SECTOR ADVISORS	GAMBIA BUY-IN	Open	\$24,101.03
42	BURUNDI PRIVATE SECTOR ADVISOR BUYIN	PRIVATE SECTOR ADVISORS	BURUNDI BUY-IN	Open	\$401,707.50
73	GAMBIA BANKERS CORE	PRIVATE SECTOR ADVISORS	GAMBIA	Open	\$17,529.23
99	UGANDA PRIVATIZATION BUY-IN - LONG TERM ADVISOR	PRIVATE SECTOR ADVISORS	UGANDA BUY-IN	Open	\$121,088.55
116	SOUTHERN AFRICAN TRADE DEVELOPMENT BUY-IN	PRIVATE SECTOR ADVISORS	ZIMBABWE BUY-IN	Open	\$76,867.68
128	PRIVATE SECTOR ADVISOR MADAGASCAR MAURITIUS	PRIVATE SECTOR ADVISORS	MULTI-COUNTRY	Open	\$20,972.19
131	UGANDA PRIVATIZATION L-T ADVISOR CORE FUNDING	PRIVATE SECTOR ADVISORS	UGANDA	Open	\$10,550.04
	TOTAL				\$682,716.25

35	ABS PRIVATIZATION PLANS ANALYSIS	PRIVATIZATION	USA	Closed	\$8,367.00
43	UGANDA PRIVATIZATION CONFERENCE	PRIVATIZATION	UGANDA	Closed	\$7,824.44
109	PRIVATIZATION PLAN FOR AFRICA BUREAU	PRIVATIZATION	USA	Closed	\$591.92
	TOTAL				\$16,783.36

TASK BY SECTOR REPORT CONTINUED

30	AMBASSADORIAL TRADE/INVEST MISSION IN THE US	TRADE & INVESTMENT	USA	Closed	\$16,566.17
66	MEDIA PRESENTATION STUDY	TRADE & INVESTMENT	USA	Closed	\$1,000.00
36	DEVELOPMENTS IN PRIVATE SECTOR IN AFRICA STUDY *	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$6,840.00
60	MDI ROLODEX DEVELOPMENT AND IMPLEMENTATION	TRADE & INVESTMENT	USA	Closed	\$23.61
76	INVESTMENT SUPPORT SERVICES AND OPERATIONS	TRADE & INVESTMENT	USA	Closed	\$190,895.35
77	BUSINESS PROFILES PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$72,035.50
80	TRADE AND INVESTMENT MISSION PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$16,061.07
80	TRADE & INVESTMENT MISSION 2 - IMPLEMENTATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$15,560.96
101	TRADE & INVESTMENT 3 - ORGANIZATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$56,930.36
104	T AND I MISSION 4 - CONFERENCE VIDEO	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$4,194.42
130	BUSINESS PROFILES 2 - TOGO & CAMEROON	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$59,009.61
141	BUSINESS INVESTMENT PROFILES 3	TRADE & INVESTMENT	MULTI-COUNTRY	Open	\$76,723.12
	TOTAL				\$515,830.36

THE BILLED TO DATE AMOUNTS FOR TASK ORDER NUMBERS 64 & 82 WILL BE ALTERED WITH THE NEXT REPORTING PERIOD.

AFRMDI FUNDED TASKS TO DATE
MONTHLY REPORT
OPEN/CLOSED TASK LISTING
06/04/91

CLOSED TASK REPORT					BILLED
TASK	PROJECT TITLE	SECTOR	COUNTRY	STATUS	TO DATE
32	PROGRESS ON DEBT CONVERSIONS (CANCELLED)	FINANCIAL MARKETS	USA	Cancelled	\$0.00
59	SWAZI COMMUNICATIONS PROGRAM DEVELOPMENT	PROJECT DESIGN	SWAZILAND	Cancelled	\$0.00
57	INFORMAL SECTOR CONFERENCE VIDEO same as 51	INFORMAL MARKETS	MULTI-COUNTRY	Cancelled	\$0.00
79	VALIDITY CHECKS SYSTEMS (NOT IMPLEMENTED)	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
142	DATA ENTRY ASSISTANCE	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
1	SWAZILEBOTHO MAPS IMPLEMENTATION SET-UP	MAPS	SWAZILAND	Closed	\$23,045.56
2	LEBOTHO CROPS EXPORT MARKET STUDY	AGRIBUSINESS	LEBOTHO	Closed	\$16,533.00
3	GAMBIA COMMERCIAL & DEVELOPMENT BANK STUDY	FINANCIAL MARKETS	GAMBIA	Closed	\$18,970.00
4	THE GAMBIA PRIVATE SECTOR STRATEGY	FINANCIAL MARKETS	GAMBIA	Closed	\$2,466.00
5	MAURITANIA BUSINESS SUPPORT PROJECT PRE-FID	PROJECT DESIGN	MAURITANIA	Closed	\$27,827.00
6	SWAZILAND MAPS IMPLEMENTATION	MAPS	SWAZILAND	Closed	\$9,609.86
7	BOTSWANA MAPS IMPLEMENTATION	MAPS	BOTSWANA	Closed	\$8,857.37
8	SWAZILAND MAPS BUY-IN	MAPS	SWAZI BUY-IN	Closed	\$175,728.00
9	THE GAMBIA AGRICULTURAL ANALYSIS	AGRIBUSINESS	GAMBIA	Closed	\$2,733.50
13	MDI PAMPHLETS AND BROCHURE DEVELOPMENT	PROJECT MANAGEMENT	USA	Closed	\$2,946.91
14	BANKING AND THE FINANCIAL SECTORS GAMBIA/SENEGAL	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$2,869.52
15	KENYA BORRHUM JOINT VENTURE INVESTIGATION	AGRIBUSINESS	KENYA	Closed	\$79,737.75
16	LEBOTHO MAPS	MAPS	LEBOTHO	Closed	\$41,207.52
17	BOTSWANA MAPS	MAPS	BOTSWANA	Closed	\$27,616.91
18	SWAZILAND MAPS	MAPS	SWAZILAND	Closed	\$30,269.00
20	LAN SYSTEM DEVELOPMENT & PROCUREMENT *	PROJECT MANAGEMENT	USA	Closed	\$101,483.47
21	FID DEVELOPMENT - FAS AND VENTURE CAPITAL	PROJECT DESIGN	USA	Closed	\$14,444.33
22	LIBRARY CREATION - SUMMER HIRE INTERNS	PROJECT MANAGEMENT	USA	Closed	\$9,865.80
24	PROGRAM MONITORING & EVALUATION	PROJECT MANAGEMENT	USA	Closed	\$22,131.44
25	AG-BUSINESS CONFERENCE	AGRIBUSINESS	USA	Closed	\$47,872.30
28	TEXTILE PREFEASIBILITY STUDY	AGRIBUSINESS	LEBOTHO	Closed	\$14,800.00
29	AGRIBUSINESS PLANNING & DEVELOPMENT	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$81,688.00
30	AMBASSADORIAL TRADE/INVEST MISSION IN THE US	TRADE & INVESTMENT	USA	Closed	\$16,556.17
31	BOTSWANA TANNERY INVESTMENT STRUCTURING	AGRIBUSINESS	BOTSWANA	Closed	\$23,825.66
34	TANZANIA DEBT CONVERSION	FINANCIAL MARKETS	TANZANIA	Closed	\$126,245.15
35	AGS PRIVATIZATION PLANS ANALYSIS	PRIVATIZATION	USA	Closed	\$9,367.00
36	WOMENS SPECIALITY EXPORT CROPS BUY-IN	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$84,966.00
37	SECONDARY MARKET FOR LDC DEBT STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$13,420.84
38	DEVELOPMENTS IN PRIVATE SECTOR IN AFRICA STUDY *	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$6,840.00
39	BURUNDI AEP/PPAP PREPARATION ASSISTANCE	PROJECT DESIGN	BURUNDI	Closed	\$16,100.81
40	AFRICAN COTTON TRADE ANALYSIS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,422.70
41	AFRICAN BUSINESS INFORMATION SYSTEM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$6,500.00
43	UGANDA PRIVATIZATION CONFERENCE	PRIVATIZATION	UGANDA	Closed	\$7,824.44
44	AGRI-ENERGY ROUNDTABLE	AGRIBUSINESS	EUROPE/ASIA	Closed	\$18,661.00
45	MALAWI INFORMAL SECTOR ASSESSMENT BUYIN	MICROENTERPRISE	MALAWI BUY-IN	Closed	\$5,669.00
46	REPUBLIC OF SOUTH AFRICA BUYIN	MICROENTERPRISE	RSA BUY-IN	Closed	\$22,188.00
47	MALAWI INFORMAL SECTOR ASSESSMENT REPORT	INFORMAL MARKETS	MALAWI	Closed	\$12,368.58

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CLOSED TASK REPORT CONTINUED					
48	CAMEROON BUY-IN COFFEE/COCCA PROCESSING STUDY BUY-IN	AGRIBUSINESS	CAMEROON BUY-IN	Closed	\$23,350.02
49	STRATEGIC PLANNING/COMMUNICATIONS SEMINAR	PROJECT MANAGEMENT	USA	Closed	\$20,514.28
51	SAHELIAN PRIVATE SECTOR CONFERENCE	PROJECT DESIGN	MULTI-COUNTRY	Closed	\$0.00
52	GAMBIA INVESTMENTS BUY-IN	FINANCIAL MARKETS	GAMBIA BUY-IN	Closed	\$20,330.74
53	BURUNDI SHORT TERM EXPORT ADVISOR	EXPORT/INVESTMENT PROMOTION	BURUNDI BUY-IN	Closed	\$30,134.00
55	TANZANIA BANKING COMMISSION STUDY	FINANCIAL MARKETS	TANZANIA	Closed	\$62,951.12
56	GHANA WORLD BANK STUDY - PRIVATE ENTERPRISE PRT	FINANCIAL MARKETS	GHANA	Closed	\$24,139.40
58	DEBT FOR DEVELOPMENT REPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$8,908.87
59	WEST AFRICA FISHERIES JOINT VENTURE INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$42,404.58
60	GHANA TOURISM DEBT SWAPS STUDY	FINANCIAL MARKETS	GHANA	Closed	\$16,179.00
62	SENEGAL BANKING ASSISTANCE/NEW BANK DEVELOPMENT	FINANCIAL MARKETS	SENEGAL	Closed	\$57,921.24
63	KENYA INVESTMENT PROMOTION CENTER L-T ADVISOR	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$225.58
64	INFORMALITY AND INSTITUTIONAL REFORM WORKSHOP	INFORMAL MARKETS	MULTI-COUNTRY	Closed	\$7,145.98
66	MEDIA PRESENTATION STUDY	TRADE & INVESTMENT	USA	Closed	\$1,000.00
67	GHANA TIMBERWOOD PROCESSING STUDY	AGRIBUSINESS	GHANA	Closed	\$0.00
68	RWANDA SBE ASSESSMENT	MICROENTERPRISE	RWANDA	Closed	\$13,470.42
69	MDI ROLODEX DEVELOPMENT AND IMPLEMENTATION	TRADE & INVESTMENT	USA	Closed	\$23.61
71	MDI WORKSHOP SERIES	PROJECT MANAGEMENT	USA	Closed	\$28,852.92
74	VENTURE CAPITAL DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$39,690.68
75	ENVIRONMENTAL ASPECTS OF NEW CROPS STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$9,062.37
76	INVESTMENT SUPPORT SERVICES AND OPERATIONS	TRADE & INVESTMENT	USA	Closed	\$190,895.35
77	BUSINESS PROFILES PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$72,035.50
78	IMPROVED AFRICAN LIVESTOCK PRODUCTION PREPARATION	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$55,148.77
79	SARP PP DEVELOPMENT - ENTERPRISE & EXPORT PROMOTION	PROJECT DESIGN	ZIMBABWE	Closed	\$75,212.98
80	MEAT PROCESSING PROPOSAL	AGRIBUSINESS	USA	Closed	\$808.70
81	DESOTO SPEECH VIDEO	INFORMAL MARKETS	USA	Closed	\$901.00
84	PROGRAM OPERATIONS ASSISTANT	PROJECT MANAGEMENT	USA	Closed	\$6,706.08
85	MDI MODIFIED ROLODEX PREPARATION	PROJECT MANAGEMENT	USA	Closed	\$41,241.30
86	MALI LIVESTOCK REPORT	AGRIBUSINESS	MALI	Closed	\$1,262.05
87	GHANA FISHERIES STUDY	AGRIBUSINESS	GHANA	Closed	\$23,847.00
88	PASSION FRUIT PRODUCTION AND EXPORT STUDY	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$43.95
89	TRADE AND INVESTMENT MISSION PREPARATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$18,061.07
95	SMALL ENTERPRISE DEVELOPMENT ADVISOR	MICROENTERPRISE	MULTI-COUNTRY	Closed	\$24,140.28
97	RWANDA PID DEVELOPMENT CORE FUNDS	PROJECT DESIGN	RWANDA	Closed	\$5,796.41
98	RWANDA PID DEVELOPMENT - BUY-IN	PROJECT DESIGN	RWANDA BUY-IN	Closed	\$6,353.00
99	TRADE & INVESTMENT MISSION 2 - IMPLEMENTATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$15,560.95
100	YEAR 1 PROJECT M/ANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$137,175.34
100	AFRICAN MARKETING CONFERENCE	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$5,623.83
101	TRADE & INVESTMENT 3 - ORGANIZATION	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$58,930.38
104	T AND I MISSION 4 - CONFERENCE VIDEO	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$4,194.42
105	TOGO/DOMINICAN REPUBLIC EPZ EXPOSURE TOUR	EXPORT PROCESSING ZONES	MULTI-COUNTRY	Closed	\$18,598.91
106	CAPITAL MOBILIZATION STUDY	FINANCIAL MARKETS	USA	Closed	\$48,710.34
107	AFRICAN BUSINESSMENS ROUNDTABLE	EXPORT/INVESTMENT PROMOTION	MULTI-COUNTRY	Closed	\$44,858.18
108	KENYA ASSOCIATION OF MANUFACTURERS VISIT	EXPORT/INVESTMENT PROMOTION	KENYA	Closed	\$353.17
109	PRIVATIZATION PLAN FOR AFRICA BUREAU	PRIVATIZATION	USA	Closed	\$591.92

CLOSED TASK REPORT CONTINUED					
110	BOTSWANA PID REVIEW ASSISTANCE	PROJECT DESIGN	BOTSWANA	Closed	\$1,812.18
111	AGRIBUSINESS PROMOTION IN KENYA	AGRIBUSINESS	KENYA	Closed	\$0.00
113	BUSINESS CLIMATE AND FINANCE RESEARCH	FINANCIAL MARKETS	USA	Closed	\$10,680.38
116	MDI EQUIPEMENT AND SUPPLIES	PROJECT MANAGEMENT	USA	Closed	\$12,649.97
117	GUINEA-BISSAU PRE-PID ANALYTICAL AGENDA	PROJECT DESIGN	GUINEA-BISSAU	Closed	\$9,788.74
118	AGRIBUSINESS COUNCIL CONFERENCE	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$2,497.31
119	BOND AND FINANCIAL INSTRUMENT ANALYSIS	FINANCIAL MARKETS	MULTI-COUNTRY	Closed	\$95,816.81
121	MALI PRESIDENT VISIT COORD. AND PROMOTION	EXPORT/INVESTMENT PROMOTION	MALI	Closed	\$44,087.07
126	ADB ASSESSMENTS & BUSINESS DEVELOPMENT ASSISTANCE	PROJECT DESIGN	USA	Closed	\$1,791.12
127	INDUSTRY LEADER FOR TANNING & LEATHER PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Closed	\$0.00
130	BUSINESS PROFILES 2 - TOGO & CAMEROON	TRADE & INVESTMENT	MULTI-COUNTRY	Closed	\$50,009.81
132	COMMISSION STRUCTURE STUDY	PROJECT DESIGN	USA	Closed	\$1,327.28
139	IBENKELE/ADOC VISIT	PROJECT DESIGN	USA	Closed	\$160.03
200	YEAR 2 PROJECT MANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$757,052.24
83	GAMBIA PRODUCE MARKETING BOARD CORE	AGRIBUSINESS	GAMBIA	T-Closed	\$3,535.89
84	GAMBIA PRODUCE BUY-IN	AGRIBUSINESS	GAMBIA BUY-IN	T-Closed	\$61,820.89
TOTAL CLOSED TASKS					\$3,437,762.38

LABAT-ANDERSON INCORPORATED OPEN TASK LIST

MDI CONTRACT

10	MICRO-ENTERPRISE DEVELOPMENT SUPPORT	MICRO-ENTERPRISE	MULTI-COUNTRY	Open	\$895,545.51
11	MANAGEMENT INFORMATION SYSTEMS DESIGN/SUPPORT	PROJECT MANAGEMENT	USA	Open	\$71,251.83
12	CAPITAL MARKETS DEVELOPMENT SUPPORT	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$185,791.93
19	BUSINESS OPERATIONS ANALYSES	PROJECT MANAGEMENT	USA	Open	\$79,187.68
23	RECRUITMENT ASSISTANCE FOR MDI & MISSIONS	PROJECT MANAGEMENT	USA	Open	\$22,389.35
27	THE GAMBIA COMMERCIAL BANK BUY-IN	PRIVATE SECTOR ADVISORS	GAMBIA BUY-IN	Open	\$24,101.03
28	TEXTILE OPPORTUNITIES IN AFRICA INVESTIGATIONS	AGRIBUSINESS	MULTI-COUNTRY	Open	\$229,319.37
33	PROJECT DEVELOPMENT ASSISTANCE FOR MDI	PROJECT MANAGEMENT	USA	Open	\$184,922.15
38	WOMEN'S SPECIALTY EXPORT CROPS PROJECT	AGRIBUSINESS	MULTI-COUNTRY	Open	\$41,555.62
42	BURUNDI PRIVATE SECTOR ADVISOR BUYIN	PRIVATE SECTOR ADVISORS	BURUNDI BUY-IN	Open	\$401,707.60
64	SENEGAL MAPS CORE SEE FOOT NOTE	MAPS	SENEGAL	Open	\$171,045.15
61	DEBT CONVERSION WORKSHOPS FOR AFRICAN DEVELOPMENT BANK	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$74,581.81
65	INVITATIONAL TRAVEL ASSISTANCE	PROJECT MANAGEMENT	MULTI-COUNTRY	Open	\$148,512.33
72	FINANCIAL MARKETS DEVELOPMENT ASSISTANCE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$181,511.68
73	GAMBIA BANKERS CORE	PRIVATE SECTOR ADVISORS	GAMBIA	Open	\$17,629.23
82	SENEGAL MAPS BUY-IN * SEE FOOT-NOTE	MAPS	SENEGAL BUY-IN	Open	\$9,085.00
83	MDI NEWSLETTER PRODUCTION	PROJECT MANAGEMENT	USA	Open	\$61,681.18
88	UGANDA PRIVATIZATION BUY-IN - LONG TERM ADVISOR	PRIVATE SECTOR ADVISORS	UGANDA BUY-IN	Open	\$121,985.58
91	CAMEROON EXPORT ZONE BUY-IN	EXPORT PROCESSING ZONES	CAMEROON	Open	\$188,950.61
92	AMSCORREDO/ADB BUY-IN	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$18,788.00
98	OILSEED CROPS POTENTIAL STUDY - VERNONIA	AGRIBUSINESS	MULTI-COUNTRY	Open	\$9,435.38
102	BUSINESS OPERATIONS MANAGEMENT	PROJECT MANAGEMENT	USA	Open	\$41,049.31

OPEN TASK REPORT CONTINUED					
103	CAMEROON EXPORT PROCESSING CORE (2 tasks 91&103)	EXPORT PROCESSING ZONES	CAMEROON	Open	\$14,441.41
112	EDIBLE AND INDUSTRIAL OILSEED CROPS	AGRIBUSINESS	BOTSWANA	Open	\$0.00
114	PROGRAM OFFICE/TRADE RESEARCH ASSISTANT	PROJECT MANAGEMENT	USA	Open	\$35,728.88
116	SOUTHERN AFRICAN TRADE DEVELOPMENT BUY-IN	PRIVATE SECTOR ADVISORS	ZIMBABWE BUY-IN	Open	\$76,867.88
120	GUINEA-BISSAU PID AND PP DEVELOPMENT Tech Direction	PROJECT DESIGN	GUINEA BISSAU	Open	\$122,083.31
122	INVESTOR ISSUES COMPENDIUM PRODUCTION	FINANCIAL MARKETS	USA	Open	\$10,285.13
123	AFRICA REGIONAL STOCK EXCHANGE	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$37,310.12
124	MICROENTERPRISE DATA CONSOLIDATION	MICROENTERPRISE	USA	Open	\$4,858.62
126	INDUSTRY LEADERS FOR FURNITURE PROGRAM	AGRIBUSINESS	MULTI-COUNTRY	Open	\$53,858.44
128	PRIVATE SECTOR ADVISOR MADAGASCAR/MALITIUS	PRIVATE SECTOR ADVISORS	MULTI-COUNTRY	Open	\$20,972.19
129	KENYA CAPITAL MARKETS	FINANCIAL MARKETS	KENYA	Open	\$154.93
131	UGANDA PRIVATIZATION L-T ADVISOR CORE FUNDING	PRIVATE SECTOR ADVISORS	UGANDA	Open	\$10,550.04
133	SWAZI TEXTILE INVESTMENT ASSISTANCE	AGRIBUSINESS	SWAZILAND	Open	\$10,844.12
134	SWAZI TEXTILE INVESTMENT ASSISTANCE 2	AGRIBUSINESS	SWAZILAND	Open	\$318.83
136	ANALYSIS OF TEXTILE PARASTATALS IN KENYA	AGRIBUSINESS	KENYA	Open	\$158.41
138	DEBT SWAPS IN SUPPORT OF AG OPERATIONS STUDY	FINANCIAL MARKETS	MULTI-COUNTRY	Open	\$0.00
137	DATABASE DEVELOPMENT AND LAN UPGRADES	PROJECT MANAGEMENT	USA	Open	\$21,593.31
138	MADAGASCAR MAPS	MAPS	MADAGASCAR	Open	\$2,091.48
140	AFRICA INFORMATION SYSTEM	PROJECT DESIGN	MULTI-COUNTRY	Open	\$0.00
141	BUSINESS INVESTMENT PROFILES 3	TRADE & INVESTMENT	MULTI-COUNTRY	Open	\$76,723.12
143	UGANDA MAPS	MAPS	UGANDA	Open	\$0.00
144	GUINEA-BISSAU CHAMBER BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
146	RSA SUBCONTRACTING STUDY	MICRO-ENTERPRISE	RSA	Open	\$11,880.23
148	RSA BLACK PRIVATE ENTERPRISE PROJECT	PROJECT DESIGN	RSA	Open	\$0.00
147	EPZ CONFERENCE FOLLOWUP - VIDEO TAPE	EXPORT PROCESSING ZONES	USA	Open	\$0.00
148	MADAGASCAR AGRIBUSINESS BUY-IN	AGRIBUSINESS	MADAGASCAR BUY-IN	Open	\$0.00
149	GUINEA-BISSAU LEGAL REFORM BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
160	AFRICA MIS	PROJECT MANAGEMENT	USA	Open	\$0.00
300	PROJECT MANAGEMENT YR 3	PROJECT MANAGEMENT	USA	Open	\$228,647.64
	TOTAL OPEN TASKS				\$3,704,011.88

THE BILLED TO DATE AMOUNTS FOR TASK ORDER NUMBERS 64 & 82 WILL BE ALTERED WITH THE NEXT REPORTING PERIOD.

TASK BY SECTOR REPORT CONTINUED

5	MAURITANIA BUSINESS SUPPORT PROJECT PRE-PID	PROJECT DESIGN	MAURITANIA	Closed	\$27,827.00
21	PID DEVELOPMENT - FIAS AND VENTURE CAPITAL	PROJECT DESIGN	USA	Closed	\$14,444.33
38	BURUNDI AFRP/PAIP PREPARATION ASSISTANCE	PROJECT DESIGN	BURUNDI	Closed	\$18,100.81
60	SWAZI COMMUNICATIONS PROGRAM DEVELOPMENT	PROJECT DESIGN	SWAZILAND	Cancelled	\$0.00
61	SAHELIAN PRIVATE SECTOR CONFERENCE	PROJECT DESIGN	MULTI-COUNTRY	Closed	\$0.00
79	SARP PP DEVELOPMENT - ENTERPRISE & EXPORT PROMOTION	PROJECT DESIGN	ZIMBABWE	Closed	\$75,212.96
97	RWANDA PID DEVELOPMENT CORE FUNDS	PROJECT DESIGN	RWANDA	Closed	\$5,798.41
98	RWANDA PID DEVELOPMENT -BUY-IN	PROJECT DESIGN	RWANDA BUY-IN	Closed	\$8,353.00
110	BOTSWANA PID REVIEW ASSISTANCE	PROJECT DESIGN	BOTSWANA	Closed	\$1,812.18
117	GUINEA-BISSAU PRE-PID ANALYTICAL AGENDA	PROJECT DESIGN	GUINEA BISSAU	Closed	\$9,788.74
120	GUINEA-BISSAU PID AND PP DEVELOPMENT Tech Direction	PROJECT DESIGN	GUINEA BISSAU	Open	\$122,063.31
125	ADS ASSESSMENTS & BUSINESS DEVELOPMENT ASSISTANCE	PROJECT DESIGN	USA	Closed	\$1,791.12
132	COMMISSION STRUCTURE STUDY	PROJECT DESIGN	USA	Closed	\$1,327.98
139	BENKELE/SADCC VISIT	PROJECT DESIGN	USA	Closed	\$150.03
140	AFRICA INFORMATION SYSTEM	PROJECT DESIGN	MULTI-COUNTRY	Open	\$0.00
144	GUINEA-BISSAU CHAMBER BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
148	RSA BLACK PRIVATE ENTERPRISE PROJECT	PROJECT DESIGN	RSA	Open	\$0.00
149	GUINEA-BISSAU LEGAL REFORM BUY-IN	PROJECT DESIGN	GUINEA BISSAU BUY-IN	Open	\$0.00
	TOTAL				\$282,667.87

11	MANAGEMENT INFORMATION SYSTEMS DESIGN/SUPPORT	PROJECT MANAGEMENT	USA	Open	\$71,251.83
13	MDI PAMPHLETS AND BROCHURE DEVELOPMENT	PROJECT MANAGEMENT	USA	Closed	\$2,946.91
19	BUSINESS OPERATIONS ANALYSES	PROJECT MANAGEMENT	USA	Open	\$79,167.68
20	LAN SYSTEM DEVELOPMENT & PROCUREMENT *	PROJECT MANAGEMENT	USA	Closed	\$101,483.47
22	LIBRARY CREATION - SUMMER HIRE INTERNS	PROJECT MANAGEMENT	USA	Closed	\$9,665.60
25	RECRUITMENT ASSISTANCE FOR MDI & MISSIONS	PROJECT MANAGEMENT	USA	Open	\$22,389.35
24	PROGRAM MONITORING & EVALUATION	PROJECT MANAGEMENT	USA	Closed	\$22,131.44
33	PROJECT DEVELOPMENT ASSISTANCE FOR MDI	PROJECT MANAGEMENT	USA	Open	\$164,922.15
49	STRATEGIC PLANNING/COMMUNICATIONS SEMINAR	PROJECT MANAGEMENT	USA	Closed	\$20,814.26
65	INVITATIONAL TRAVEL ASSISTANCE	PROJECT MANAGEMENT	MULTI-COUNTRY	Open	\$146,512.33
70	VALIDITY CHECKS SYSTEMS (NOT IMPLEMENTED)	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
71	MDI WORKSHOP SERIES	PROJECT MANAGEMENT	USA	Closed	\$28,852.92
83	MDI NEWSLETTER PRODUCTION	PROJECT MANAGEMENT	USA	Open	\$81,681.18
84	PROGRAM OPERATIONS ASSISTANT	PROJECT MANAGEMENT	USA	Closed	\$6,706.06
85	MDI MODIFIED ROLODEX PREPARATION	PROJECT MANAGEMENT	USA	Closed	\$41,241.30
100	YEAR 1 PROJECT MANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$137,175.34
102	BUSINESS OPERATIONS MANAGEMENT	PROJECT MANAGEMENT	USA	Open	\$41,049.31
114	PROGRAM OFFICE/TRADE RESEARCH ASSISTANT	PROJECT MANAGEMENT	USA	Open	\$36,728.86
116	MDI EQUIPMENT AND SUPPLIES	PROJECT MANAGEMENT	USA	Closed	\$12,649.97
137	DATABASE DEVELOPMENT AND LAN UPGRADES	PROJECT MANAGEMENT	USA	Open	\$21,693.31
142	DATA ENTRY ASSISTANCE	PROJECT MANAGEMENT	USA	Cancelled	\$0.00
150	AFRICA MIS	PROJECT MANAGEMENT	USA	Open	\$0.00
200	YEAR 2 PROJECT MANAGEMENT TASK	PROJECT MANAGEMENT	USA	Closed	\$757,052.24
300	PROJECT MANAGEMENT YR 3	PROJECT MANAGEMENT	USA	Open	\$228,647.64
	TOTAL				\$2,013,463.15

TASK ORDER	DESCRIPTION OF TASK	DELIVERABLE	STATUS
1	LESOTHO/SWAZILAND MAPS SET-UP	REPORT	FILED
2	FINTRAC-LESOTHO CROPS EXPORT MARKET STUDY	REPORT	FILED
3	BANKING EXPERT FOR THE GAMBIA MOIZEAU	REPORT	FILED
4	THE GAMBIA PRIVATE SECTOR STRAEGY	REPORT	FILED
5	MAURITANIA BUSINESS SUPPORT PROJECT PRE-PID	REPORT	FILED
6	MAPS SURVEY-SWAZILAND WITH VON WISSELL	REPORT	FILED
7	BOTSWANIA-MAPS IMPLEMENTATION LEIFERT	REPORT	FILED
8	SWAZILAND BUY-IN	REPORT	FILED
9	J.B. WYCOFF REPORT (THE GAMBIA PREPARATION)	REPORT	RELATED TO 4 FILED (4)
10	CEC MICROENTERPRISE ADVISORY SUPPORT	FRED O'REGAN	FILED
11	MIS COORDINATION	MARK VERSEL	N/A
12	CAPITAL MARKETS DEVELOPMENT SUPPORT	JANE SEIFERT	FILED
13	PAMPHLETS & BROCHURES DEVELOPMENT	PAMPHLETS/BROCHURE	FILED
14	BANKING AND FINANCIAL SECTORS GAMBIA/SENEGAL	DISCUSSION PAPER	
15	KENYA SORGHUM JOINT VENTURE INVESTIGATION	PRE-FEASIBILITY STUDY	FILED
16	LESOTHO MAPS	REPORT	FILED
17	BOTSWANIA MAPS	REPORT	FILED
18	SWAZILAND	REPORT	FILED
19	RAY MALLEY	RAY MALLEY (CONF. REPORT)	FILED
20	LAN SYSTEM DEVELOPMENT AND PROCUREMENT	MANUALS	FILED
21	PID DEVELOPMENT (MALLEY, LOTH AND OTTO)	REPORT	FILED
22	LIBRARY CLERKS - SUMMER HIRE INTERNS	PERSON	N/A
23	RECRUITMENT ASSISTANCE	N/A	N/A
24	MONITORING EVALUATION	REPORT(5)	FILED
25	AG/BUSINESS CONFERENCE	N/A (AGENDA)	FILED
26	FINTRAC-TEXTILE PREFERABILITY	REPORT	FILED
27	THE GAMBIA PUY-IN	(HOLD)	
28	TEXTILE OPPORTUNITIES	REPORT	FILED
29	AGRIBUSINESS PLANNING AND DEVELOPMENT	DISCUSSION PAPER	FILED
30	AMBASSADORIAL TRADE AND INVESTMENT MISSION	REPORT	FILED
31	BOTSWANA TANNERY INVESTMENT	REPORT	CANCELLED
32	PROJECT ON DEBT CONVERSION AYENSU TRIP (CANCELLED)	N/A - CANCELLED	CANCELLED
33	PROJECT DEVELOPMENT	CORRESPONDENCE	FILED

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34	IRG TANZANIA DEBT CONVERSION	REPORT	FILED
35	ADB PRIVITIZATION PLANS ANALYSIS	REPORT	FILED
36	WOMEN'S SPECIALTY EXPORT CROPS	REPORT	FILED
37	SECONDARY MARKET FOR LDC DEBT	REPORT	FILED
38	DEVELOPMENTS IN THE PRIVATE SECTOR IN AFRICA	REPORT	FILED
39	BURUNDI AEPBP/PAID PREPARATION ASSISTANCE	SEE HARRY MARWITZ REPORT	
40	FINTRAC-AFRICAN COTTON TRADE ANALYSIS	REPORT	FILED
41	AFRICAN BUSINESS INFORMATION SYSTEM	REPORT	FILED
42	BURUNDI BUY-IN: PRIVATE SECTOR ADVISOR	N/A	N/A
43	UGANDA PRIVATIZATION CONFERENCE	SEE RAY HALLEY PAMPHLET/BROCHURE	
44	VIENNA CONFERENCE	REPORT	FILED
45	MALAWI INFORMAL SECTOR ASSESSMENT BUY-IN	REPORT	FILED
46	CEC R&A BUY-IN	N/A (REPORT)	FILED
47	MALAWI INFORMAL SECTOR ASSESSMENT REPORT	REPORT	FILED
48	CAMEROON COCOA/COFFEE PROGRESSIVE	REPORT	FILED
49	STRATEGIC PLANNING/ COMMUNICATIONS	RE: JOE THOMAS (SEE DEAN) GUIDELINES/RECOMMENDATION	
50	SWAZI COMMUNICATIONS PROGRAM	CANCELLED	CANCELLED
51	SAHELIAN PRIVATE SECTOR CONFERENCE	SUMMARY REPORT	
52	R. NATHAN GAMBIA INVESTMENTS	REPORT	FILED
53	BURUNDI SHORT-TERM EXPORT ADVISORS	REPORT	FILED
54	SENEGAL MAPS	REPORT	FILED
55	IRG TANZANIA PRESIDENTIAL COMMERCIAL BANKING	ORAL REPORT	N/A
56	GHANA WORLD BANK STUDY	REPORT	FILED
57	"SEE TASK 81"	N/A (REPORTS)	FILED
58	DEBT FOR DEVELOPMENT REPORT	REPORT	FILED
59	FISHERIES IN WEST AFRICA	REPORT	FILED
60	GHANA TOURISM DEBT SWAPS	REPORT	
61	IRG DEBT CONVERSION WORKSHOPS FOR ADB	TRIP REPORT/WORKPLAN	FILED
62	IRG SENEGAL BANKING ASSISTANCE	(SEE SANDY HALE) REPORT	
63	KENYA INVESTMENT PROMOTION CENTER	N/A	N/A
64	INFORMALITY AND INSTITUTIONAL REFORM WORKSHOP	N/A	N/A
65	TRAVEL TASK ORDER	N/A	N/A
66	MEDIA PRESENTATION STUDY	REPORT	
67	GHANA TIMBER/WOOD PROCESSING	WORKSHOP EVALUATION	

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60	RWANDA BUY-IN	REPORT	
69	MDI ROLADEX	MANUAL SOFTWARE	
70	VALIDITY CHECKS	HOLD	
71	MDI WORKSHOP COVERDALE	REPORT	FILED
72	FINANCIAL MARKETS CONSULTANT	N/A	N/A
73	GAMBIA BANKERS	REPORT	
74	VENTURE CAPITAL DEVELOPMENT CONSULTING	ORAL BRIEFINGS	N/A
75	FINTRAC - ENVIRONMENTAL ASPECTS	REPORT	FILED
76	INVESTMENT SUPPORT SERVICES AND OPERATIONS	N/A	N/A
77	BUSINESS PROFILES	REPORT ON CRITICAL ISSUES	FILED
78	IMPROVED AFRICAN LIVESTOCK PRODUCTION	REPORT	FILED
79	SARP PP DEVELOPMENT	PROJECT PAPER	
80	MEAT PROCESSING PROPOSAL TRANSLATION	5-PAGE SUMMARY	
81	DESOTO SPEECH VIDEO	VIDEO	
82	SENEGAL MAPS BUY-IN	REPORT	
83	MDI NEWSLETTER PRODUCTION	AFR/MDI UPDATES NEWSLETTER	FILED
84	PROGRAM OPERATIONS CONSULTANT	N/A	N/A
85	MODIFIED MDI ROLADEX 1/17/80	(SEE DEAN) SOFTWARE-MANUALS	
86	MALI LIVESTOCK REPORT TRANSLATION	REPORT	
87	GHANA FISHERIES	REPORT	FILED
88	PASSION FRUIT CONSULTANCY	REPORT	FILED
89	TRADE AND INVESTMENT MISSION-WEAR	(SEE DEAN) REPORT	
90	UGANDA PRIVATIZATION BUY-IN	QUALITY, MONTHLY, AND FINAL REPORT	PENDING
91	CAMEROON EXPORT BUY-IN	REPORT	FILED
92	AMSCO/ADB/REDSO BUY-IN	ORAL PRESENTATION	N/A
93	GAMBIA PRODUCE MARKETING BOARD CORE	ACTION PLAN	PENDING
94	GAMBIA PRODUCE MARKETING BOARD BUY-IN	N/A	N/A
95	CEC ADVISOR	MICROENTERPRISE REPORTS	FILED
96	OILSEED CROPS - VERNONIA	(SEE KEN S.) PAPER	PENDING
97	RWANDA PID DEVELOPMENT CORE	PROJECT I.D. PAPER	PENDING
98	RWANDA PID DEVELOPMENT BUY-IN	REPORT	FILED
99	TRADE AND INVESTMENT MISSION 2	VIDEO/WORKPLAN	VIDEO FILED
100	AFRICAN MARKETING CONFERENCE	ORAL PRESENTATION/SPEECH	N/A
101	T&I MISSION ORGANIZATION	N/A	N/A
102	ASSISTANT BUSINESS OPERATIONS MANAGER	N/A	N/A
103	CAMEROON EXPORT CORE	REPORT	PENDING
104	T&I CONFERENCE VIDEO	VIDEO TAPES	FILED

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105	TOGO LPZ	TOUR GIVEN	N/A
106	CAPITAL MOBILIZATION SPECIALIST	N/A	N/A
107	AFRICAN BUSINESSMEN'S ROUNDTABLE	REPORT	FILED
108	KENYA ASSOCIATION OF MANUFACTURER'S VISIT	ITINERARY	
109	RESEARCH ASSISTANT FOR PRIVITIZATION	N/A	N/A
110	BOTSWANA PID REVIEW ASSISTANCE	N/A	N/A
111	AGRIBUSINESS PROMOTION IN KENYA	REPORT	FILED
112	EDIBLE & INDUSTRIAL OILSEED CROPS	REPORT	PENDING
113	BUSINESS CLIMATE AND FINANCE RESEARCH	N/A	N/A
114	PROGRAM OFFICE/TRADE RESEARCH ASSISTANT	N/A	N/A
115	MDI COPIER	N/A	N/A
116	SARP TRADE DEVELOPMENT BUY-IN	N/A	N/A
117	GUINEA-BISSAU PRE-PID DIAGNOSTIC	REPORT	PENDING
118	AGRIBUSINESS COUNCIL CONFERENCE	REPORT	PENDING
119	BOND & FINANCIAL INSTRUMENT ANALYSIS	REPORT	PENDING
120	GUINEA-BISSAU PID	REPORT	PENDING
121	MALI PS COORDINATION AND PROMOTION	REPORT	PENDING
122	INVESTOR ISSUES COMPENDIUM	REPORT	PENDING
123	AFRICA REGIONAL STOCK EXCHANGES - W. AFRICA CFA	ACTION PLAN	PENDING
124	MICROENTERPRISE DATA CONSOLIDATION	ORAL PRESENTATION AND REPORT	PENDING
125	ABS ASSESSMENTS & BUSINESS DEVELOPMENT SPECIALIST	N/A (NOT HIRED YET)	N/A
126	INDUSTRY LEADER FOR FURNITURE	REPORT	PENDING
127	INDUSTRY LEADER FOR TANNING AND LEATHER	REPORT	PENDING
128	P-T PSA MADAGASCAR/MAURITIUS	N/A	N/A
129	KENYA CAPITAL MARKETS AUTHORITY	REPORT	PENDING
130	BUSINESS PROFILES 2-TOGO AND CAMEROON	REPORT	PENDING

ANNEX F

List of Principal Documents Reviewed

LIST OF PRINCIPAL DOCUMENTS REVIEWED

General Documents Regarding the African Private Enterprise Fund

Africa Private Enterprise Fund Project Paper Amendment 698-0438. US Agency for International Development: Africa Bureau (January 1989).

Bobel, Ronald E. Review and Stock-taking of APEF Activities Since May 1988 - Task Order 24-4. Labat-Anderson Inc.

Pratt, Robert and Ludwig Rudel. Review and Evaluation of the Africa Private Enterprise Fund. Prepared for the Office of Private Enterprise Development, Africa Bureau (AFR/PRE), USAID (January 1988).

Project Paper - Africa Private Enterprise Fund. (November 1984).

Review and Assessment of Financial Control over Regional and Centrally Funded Projects. Ernst and Young International Management Consulting (January 1988).

Documents from Primary Contractor (LABAT-ANDERSON INC.)

Africa Project Development Facility: Project Paper Amendment (Task Order 21). LABAT-ANDERSON INC. (September 1989).

Computer Network Introductory Guide (Task Order 20). LABAT-ANDERSON INC. (March 19, 1990).

Informal Financial Markets: Senegal and Zaire. Arthur Young (July 1989).

Investment Climate and Private Sector Assessment of the Kingdom of Swaziland. DIMPEX Associates, Inc. (July 1987).

Loth, Richard B. Considerations Regarding the Development of a Venture Capital Project in Sub-Sahara Africa - Concept Paper. LABAT-ANDERSON INC. (May 1989).

Malley, Raymond C. Review of FY 1992 Africa ABS Privatization Narratives. Labat-Anderson, Inc. (January 1991).

Market Development & Investment: Africa Updates. Newsletter prepared by Labat-Anderson, Inc. (July 1990, April and February 1991 Issues).

Sequeira, Ivor A. Monitoring and Evaluation Plan. LABAT-ANDERSON INC.
(September 1, 1989).

Various correspondence regarding recruitment of long-term consultants.

Examples of Manuals for Action in the Private Sector (MAPS)

Draft - Manual for Action in the Private Sector: Summary Report of Phases I-V, Adaptation for USAID/Botswana. Trade and Development International Corp., under subcontract to Arthur Young, Inc., LABAT-ANDERSON INC., and Deloitte, Haskins and Sells/Botswana (June 1989).

Draft Manual for Action in the Private Sector (MAPS): Summary of Strategy Assessment (Prepared for USAID/ Swaziland). Office of Market Development and Investment, Bureau for Africa, LABAT-ANDERSON INC. and J.E. Austin Associates.

Final Report - Private Sector Description: Manual for Action in the Private Sector (MAPS) - Lesotho. LABAT-ANDERSON INC. and J.E. Austin Associates (November 1, 1989).

Lessard, Arnold, Kevin Murphy, Roger Jantio, and Michael Borish. MAPS: Ghana - Private Sector Strategy: Phase I (Draft Report). Arthur Young (February 1989).

Lessard, Arnold, Kevin Murphy and Roger Jantio. MAPS: Zaire - Private Sector Strategy: Phase I (Draft Report). J.E. Austin Associates and Arthur Young (January 1989).

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The Private Sector and the Economy of Swaziland. LABAT-ANDERSON INC., Capricorn Africa Economic Associates, and J.E. Austin Associates (March 1990).

Private Sector Development Framework. James E. Austin Associates (March 18, 1991).

Memos and Documents from Market Development and Investment (MDI) Office

AFR/MDI Action Plan. (January 10, 1990).

Promoting Market Development and Investment in Africa. The Office of Market Development and Investment (MDI), Africa Bureau, USAID.

Summary of the Conference Deliberations and Recommendations Grouped in Seven Modules - Uganda Conference on Privatization. Office of the Prime Minister, the Uganda Commercial Bank, and USAID - Kampala (April 23 - 27, 1989).

Swanberg, Kenneth G. Agroprocessing for the Smallholder. Eleventh Agricultural Symposium, Agricultural Issues in the Nineties (January 9 - 11, 1991).

Swanberg, Kenneth G. Africa Textile Update. Information Memorandum for the Assistant Administrator, Bureau for Africa.

Documents Regarding Small and Microenterprise Development: Community Economics Corporation (CEC) and the GEMINI Project

Community Economics Corporation (CEC) 1st Quarter, January - March 1991.

Cutter, Jim, Tara Gildea, J.K. Tufour. Small Enterprise Development: Pilot Project Design. Peace Corps/Ghana (December 1989).

Draft Summary - Small Business Development Project. (March 1991).

Farbman, Michael and Frederick O'Regan. Intermediate Assessment - Get Ahead Foundation Cooperative Agreement (No. 674-0303-6-SS-7080-00). Prepared for USAID/South Africa (October 25, 1989).

Fisseha, Jacob. Small Scale Enterprises in Lesotho: Summary of a Country-Wide Survey. GEMINI, Development Alternatives, Inc. (March 1991).

Grant, William, Jeanne Downing, Steve Haggeblade, John McKenzie and Harvey Schartup. Lesotho Small and Microenterprise Strategy - Phase II: Subsector Analysis. GEMINI: Development Alternatives, Inc. (November 1990).

O'Regan, Fred and M.P. Leifert. (Draft) Report on Private Sector Analytical Agenda. For USAID/Bissau (July 1990).

Orsini, Deborah. Rapport Final de la Conference Sur le Theme - Le Secteur Informel: Politiques et Programmes d'Appui. USAID/Africa Bureau, LABAT-ANDERSON INC., Abidjan, Cote d'Ivoire (April 23 - 25, 1989).

Orsini, Deborah M. Report on the East and Southern African Regional Conference on The Informal Sector: Issues in Policy Reform and Programs. USAID/Africa Bureau, LABAT-ANDERSON INC., Nairobi, Kenya (April 27 - 29, 1989).

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Project Paper - Botswana Private Enterprise Development. (January 1991)

Scope of Work: Institutional Capacity of NGOs Vis-a-Vis Microenterprises in Ghana. (June, 1991).

Documents Provided by Offices of USAID/Washington

A.I.D. Program Evaluation Discussion Paper No. 31: Development Finance Institutions - A Discussion of Donor Experience. USAID (July 1990).

Developing an AID Trade and Investment Strategy. Prepared by International Planning and Analysis Center (IPAC), Inc., under subcontract to WPI, Inc., (June 1990).

Developing an AID Trade and Investment Strategy: Briefing to USAID Private Sector Council. Prepared by IPAC, Inc. under subcontract to WPI, Inc. (June 15, 1990).

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The Private Sector Agenda for the 90's: Perspectives from Asia and the Near East. USAID Bureau for Asia, Near East and Europe. Synopsis of proceedings from Regional Workshops in Jordan and Thailand (May 1990).

Proposal for an A.I.D. Center for Trade and Investment Services (CTIS). The Working Group on Trade and Investment Information Services. USAID (April 26, 1991).

A Strategic Framework for Promoting Agricultural Marketing and Agribusiness Development in Sub-Saharan Africa. Agricultural and Natural Resources Division, Office of Technical Resources, AFR/TR, USAID (January 1991).

U.S. Assistance for Africa: The Development Fund for Africa (DFA) - An Action Plan. USAID (May 1990).

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Boyd-Clark, Mike, Mark Wood, Bart Sensenig and Robert Olson. Concept Paper and Analysis Redirection and Extension: Commercial Agricultural Production and Marketing Project. USAID and the Ministries of Agriculture and Cooperatives: Commerce, Industry and Tourism; Education; and Finance - Mbabane, Swaziland. Chemonics International Consulting Division (June 1990).

Briefing Book: AID Regional Economic Development Services Office/East and Southern Africa (REDSO/ESA). (November 1990).

A Guidebook to United States Agency for International Development Private Sector Activities in Kenya.

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Uganda: U.S. Economic Assistance 1979 - 1990. USAID (October 1, 1990).

Documents from the Department of Commerce

Foreign Economic Trends and Their Implications for the United States. American Embassy Gaborone, U.S. Department of Commerce, International Trade Administration (September 1990).

Foreign Economic Trends and Their Implications for the United States: Kenya. American Embassy Nairobi, U.S. Department of Commerce, International Trade Administration (March 1990).

Stokelin, Fred. Overseas Business Reports: Marketing in Botswana, Lesotho, and Swaziland. Office of African Affairs, with the assistance of the U.S. Embassies in Gaborone, Maseru, and Mbabane. U.S. Department of Commerce, International Trade Administration (April 1988).

Reports and Documents from Other Organizations

The Africa Project Development Facility: Report on Operations for the 14 Months Ended December 31, 1990. APDF - Abidjan, Harare and Nairobi (1991).

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Botswana Development Corporation Limited - Annual Report 1990.

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Report on the OPIC/A.I.D Effort to Promote the Development of Private Export Processing Zones in sub-Saharan Africa. Memorandum to the Board of Directors, Overseas Private Investment Corporation (January 10, 1991).

Sameer Industrial Park - Export Processing Zone. Brochure.

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Xadress Vencatechellum. Memorandum to MDI from UN Industrial Development Organization Regarding Development of Private Export Processing Zones. UNIDO Office of the Country Director for Togo, Benin and Niger.

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Marston, Lance. A Public Administration Perspective on the Private Sector Program at the U.S. Agency for International Development. For ASPA 52nd National Meeting (March 27, 1991).

Public Choices for Private Initiatives: Prioritizing Public Expenditures for Sustainable and Equitable Growth in Uganda - Executive Summary. International Bank for Reconstruction and Development, Country Operations Division, Eastern Africa Division, Africa Region.

ANNEX G

List of Persons Contacted

LIST OF PERSONS CONTACTED

WASHINGTON, DC

Agency for International Development

Africa Bureau

Russell Backus, Agribusiness Specialist, AFR/TR/ANR/FS
Dean Bernius, AFR/EA, Former Deputy Director, AFR/MDI
Timothy Bork, Director, Office of Project Development, AFR/PD
Barry Burnett, Chief, Sahel and West Africa Projects Division, AFR/PD/SWA
Glenn Cauvin, Program Analysis and Budget Division, AFR/DP
Gray Cowan, Privatization Advisor, AFR/MDI
Deborah Diaz, AFR/TR/EHR, Formerly of AFR/MDI
Alfred Ford, Cameroon Desk Officer, AFR/CCWA/CCD
Barry Hill, Chief, Agribusiness and Technical Branch, AFR/TR/ANR/FS
Thomas J. Herlehy, Agricultural Marketing Specialist, AFR/TR/ANR/PA
Desaix (Terry) Myers, AFR/MDI
John Saccheri, Acting Deputy Director, AFR/MDI
Edward Sakers, Deputy Assistant Administrator, AFR
Samuel Schone, Special Assistant to the Assistant Administrator, AFR
Jane Seifert, Financial Markets, Advisor, AFR/MDI
Emmy Simmons, Chief, Policy Planning and Evaluation Division, AFR/DP
Roger Simmons, Deputy Director, Office of Sahel and West Africa Affairs, AFR/SWA
Scott Spangler, Assistant Administrator for Africa, AA/AFR
Edward Spriggs, Assistant General Counsel for Africa, GC/AFR
Kenneth Swanberg, Agribusiness Advisor, AFR/MDI
Warren Weinstein, Associate Assistant Administrator, AFR/MDI
Jerome Wolgin, Chief, Policy Research and Analysis Division, AFR/DP

Bureau for Private Enterprise

Russell Anderson, Director, Office of Emerging Markets
Michael Farbman, Director, Small Micro and Informal Enterprise Office
Sandra Frydman, Office of Emerging Markets
Sandra Ghoshgarian, Office of Investment
Carol Grigsby, PEDS Project Manager
Daniel Roberts, Office of Investment

Other Bureaus

Fred Eberhardt, Regional Director, Francophone North and Central Africa, Trade and Development Program

Daniel Greenburg, Private Sector Officer, USAID/Zimbabwe

Jean M. Hacken, Chief, Africa Branch, Overseas Division, Office of Procurement, MS/OP

Mark Karns, EUR (Formerly PRE Privatization Project Officer)

Lance Marston, Director, Private Sector Office, Bureau for Europe and Near East

Hawthorne Munson, Former Director, AFR Office of Private Enterprise

Barbara Upton, Director, Office of Donor Coordination, Bureau for Program and Policy Coordination, PPC/DC

Melinda Keenan Wood, Director, Office of Trade and Investment, Bureau for Latin America and the Caribbean, LAC/TI

Other Organizations, Washington, DC

Africa Growth Fund (AGF)

K.R. Locklin, Manager

African Management Services Company (AMSCO), Amsterdam, The Netherlands

Tener Eckleberry (by phone)

Africa Project Development Facility (APDF)

Alexander Keyserlingk, General Manager, Washington, DC

Austin Company

Mike Borish, Consultant (MAPS)

Kevin Murphy, Consultant (MAPS)

Tessie St. Martin, Consultant (MAPS)

Community Economics Corporation (CEC)

Barbara Durr, Project Coordinator

Frederick O'Regan, President

Stephen Silcox, Senior Associate

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Foreign Investment Advisory Service (FIAS)

Martin Hartigan, Program Manager for Africa, for FIAS, associated with the International Finance Corporation

Harvey and Company, Inc.

Barron Harvey, President
Richard Loth, Project Director, Africa Venture Capital Project

Hungarian - American Enterprise Fund

Alexander Tomlinson, President

Labat-Anderson Inc.

Richard Dreiman, Program Director
Victor Labat, President
Peter Leifert, Project Director, Africa Private Enterprise Fund
Raymond Malley, Consultant
Walter Malinowski, Vice President, Budget and Finance

Overseas Private Investment Corporation (OPIC)

Barbara Brereton, Projects Officer, Office of Development
William Prescott Bush, Director, Investment Missions Program
Michael Stack, Director, Development Assistance

BOTSWANA - GABORONE

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